

SCHEIBS
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Tech

We believe in embracing the opportunities from new technology to empower people's daily life. And at the same time learn more about its implications for society.

People




Since 1839 we have created products and services that have been loved by users all over the world. Our focus has stayed the same: to truly understand people's needs.



Biz

Innovation is part of our DNA. As markets get disrupted and habits change, we are excited to understand how we can contribute in new ways.

"Even if we are facing huge challenges, we have made fantastic progress. This is the fact-based world."



Hans Rosling (1948–2017). Physician, Professor of International Health and co-founder of Gapminder. Read about Gapminder's work on pages 58 and 59.

WE HAVE ALL THE OPPORTUNITIES WE COULD DREAM OF

We are facing a new reality. As a company, as human beings, as parents of the iGeneration, and as global digital consumers. Where fake news seems to travel faster than truth on social media, where reliable sources of information are being greatly challenged, where authoritarianism and populism are growing, and perhaps most worryingly, where our way of life is disrupting Earth itself.

It is also a reality where a few global companies are dominating, not only businesses, but also peoples' daily life.

On the bright side it is an era where we have all the opportunities we could ever dream off. More data and knowledge than ever before - paving the way for extraordinary achievements and discoveries. Science and medical treatments are improving rapidly, finding new cures and amazing ways to save, improve and even drastically prolong lives.

But how do we meet this new world?

When I left Aftenposten in 2010 the digitalization of media was just in its early days. Returning today as CEO of Schibsted, the landscape and conditions are drastically different for both our media, marketplaces and growth companies.

The role Schibsted has in society is crucial.

We all know that technology is crucial for our survival. But so is our heritage that stems from a free press, transparency and entrepreneurship. In the world that we navigate today, the role Schibsted has in society is crucial. Which is also one of the reasons why I was inspired to come back.

In the end it's about our customers. And that we are able to meet their needs in a sustainable and trustworthy way. Not the least when developing our platforms for secondhand trade. If even more users see the benefits of these marketplaces, we have all contributed in a very concrete way to a circular economy and a more sustainable world.



KRISTIN SKOGEN LUND

*CEO of Schibsted as of December 1, 2018.
Publisher and CEO of Aftenposten, 2004-2010.
I look forward to: Helping to further stimulate the innovation capacity of all the brilliant people in Schibsted.*

"Innovation is part of our DNA and forward-thinking employees is our competitive edge. Both are a driving force in developing sustainable growth companies for the future."



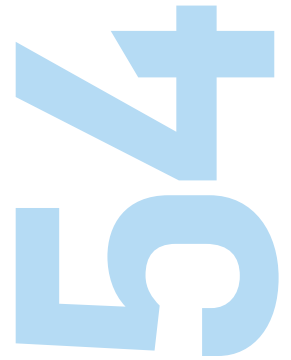
ROLV ERIK RYSSDAL

Outgoing CEO Schibsted Media Group, taking the lead as CEO of our new company Marketplaces International.



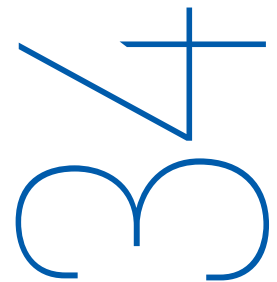
BIZ

In Latin America, Segundamano has taken the lead in using data in product development. Paloma González Martínez, Chief Data Officer, believes in sharing knowledge and experience.



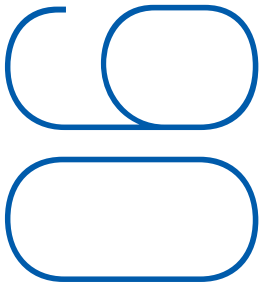
PEOPLE

Where does all the rage come from? Karin Pettersson looks into the new reality, where there's a war going on in social media.



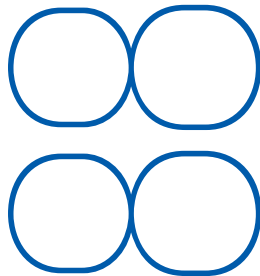
PEOPLE

Will Elon Musk save humanity by taking us to Mars? His initiative is just one of many in the new space age.



TECH

Are you ready to lift your eyes off the mobile screen for good? New technology is experimenting with voice assistance and AR on a whole new level.



BIZ

Let's turn learning into something fun - that's the idea behind Poio. The app is helping kids crack the reading code in a playful way.



INDEX

- 06. Time to say bye bye
- 12. Meet our people
- 14. What's your score?
- 18. Trends in brief
- 20. The blockchain evolution has just begun
- 22. A Schibsted Story: Changing the view on reuse
- 26. Teaching robots how to write
- 28. Hacking the code of aging

01

195

TIME TO SAY BYE BYE

Smartphone sales peaked in 2017, while voice and AR are closing the gap between devices and our senses. Perhaps our addiction to screens will end sooner than we could imagine.



**ANNIKEN ORE
LARSSEN**

Title: Management trainee as Investment analyst in New Models Team .

Years in Schibsted: 1.

I look forward to: These shades actually making me faster.



**ANDERS
GRIMSTAD**

Title: Technology Trend Manager.

Years in Schibsted: Almost 2.

I look forward to: Nondigital (almost) winter weekends. Cuddling up in front of the fireplace with a sketchbook and enough time to doodle.



Imagine waking up on a rainy Thursday. Enjoying the comfort of your warm bed, you are somewhat dreading the thought of stepping onto the cold floor to get into the shower.

“If you get up now you’ll have time for a nice shower before your coffee gets cold”.

It could have been your own thoughts, the voice inside your head, but it is your digital assistant speaking. It’s still dark as you slowly get out of bed.

“Lights to ten percent”, you say, and as you make your way to the bathroom the voice follows you into the shower, gives you the morning news update and tells you to bring an umbrella to work because it might rain on your way back home. Your first meeting, which you had totally forgotten about, has been moved to a different building.

As you head over to the kitchen you catch the smell of fresh coffee and see it waiting for you in your favorite cup on the

countertop. The fridge tells you it has ordered more tomatoes, and that you have a couple of eggs left if you want them for breakfast. While cooking the eggs, your eyes are resting on the countertop which is now displaying the apartments that have appeared in your saved search overnight. My next apartment should have heated bedroom floors, you’re thinking, that would make it so much easier to get up in the morning. With a simple gesture you swipe through the pictures, read the description, and the gentle voice asks if you would like to be reminded about the viewing on Sunday.

“There are some delays so you should leave in about ten minutes if you don’t want to be late. Oh, and don’t forget that umbrella.”

WE ARE READY FOR NEW INTERFACES

This might sound like fiction, but digital experiences like the ones described above aren’t taking place in some far off, imaginary future. Many are happening right now, thanks to emerging technologies that are creating deeper connections between our physical and digital worlds. A shift is underway where digital experiences will no longer be confined to phones, laptops, desktops, and TV screens, but surrounding us in more subtle yet immersive ways. Blending the digital and real worlds, augmented reality (AR) and voice are spearheading this movement.

At the same time there are several signs indicating that we are ready for new interfaces. Smartphone sales and usage



peaked in 2017 and are both starting to flatten out. We observe signals indicating that people want to spend less time staring at screens. Considering that the average person spends around 3.5 hours on their phone each day, this is probably good news. Research also shows that phone over-use is making us unhappy, alters our memory, and some even classify internet addiction as a new mental disorder.

Even the big tech players are listening to these signs and making some efforts to reduce the consumption of unimportant content. Facebook recently changed its news feed algorithm with the aim of displaying more personal content and fewer adverts and viral videos, introducing the term “time well spent”. And with the new iOS 12 update, iPhones will have a built-in screen time tool, with which users can set limits to their phone usage.

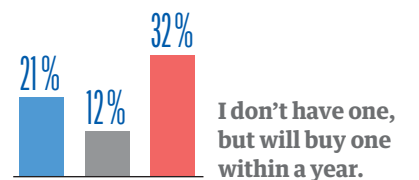
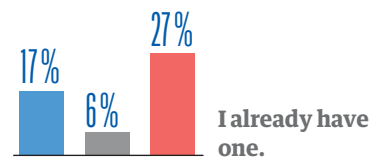
But more efficient in curbing our screen addiction is the rise of new user interfaces that naturally draw our attention away from our phones. Voice and augmented reality are often referred to as ambient user interfaces because they appear in our immediate environment but are invisible unless called upon or contextually relevant. Therefore, when we lift our eyes off the screen, we can interact with new interfaces in a manner that lets us be more present in life.

However, while less screen time is a likely consequence, the implications of AR and voice are so much greater. AR and voice are also amazing storytelling mediums, both able to efficiently and effectively convey information. And while many draw a parallel between voice assistants and radio, the key difference is the interactive dialogues one can have with a voice assistant.

Instead of listening to a linear stream of news, users can now choose which topics to skip or follow more closely. Fictional stories can take a new turn of events by the command of the user. Instead of pressing buttons, we can control their environment by speaking to machines in the same way we speak to each other. Since we already know how to do this, voice as a user interface removes a lot of traditional barriers to technology adoption and is suitable for both old and young audiences. AR represents the next big innovation in how we produce and consume content, to which pictures and motion pictures were the preceding

WHAT DO MILLENNIALS THINK OF SMART SPEAKERS?

Schibsted Future Report and Inizio asked millennials in France, Spain, and Sweden about smart speakers.



● France ● Sweden ● Spain

Read more about the survey on pages 68 to 69 in this report.

46%

46 percent of Americans use some form of digital voice assistant, according to a survey conducted by the Pew Research Center.

ones. Whether it's for news stories, fictional movies or product pictures on a website, most agree that "a picture is worth a thousand words". But through augmented reality dramatic news can be viewed safely in your own home. Imagine experiencing the Tham Luang cave - the cave in Thailand where the 12 boys were trapped this summer - at a scale and level of detail that far surpass that of text and image. AR gives us the ability to teleport someone into an environment or situation that would otherwise be impossible for them to experience. This brings about a whole new world of opportunity, not only for storytelling or commerce but also for entertainment and medical purposes. It turns out that a good way to cure arachnophobia is to pet a virtual creepy crawler because the brain can't really tell the difference!

Spending less time on our phones is not going to be easy and it will not happen overnight. Virtually all the products

Instead of listening to a linear stream of news, users can now choose which topics to skip or follow.



we interact with on our phones are built for instant gratification and addiction, releasing the same hormones as drugs and sugar when in use. We stay locked in and logged on to these apps because we fear that if we stop using them, we might miss something important in our (however distant) friends' lives.

There is no guarantee that future AR and voice applications won't build upon the same addictive behaviors as our current smartphone apps. But for designers and product developers, these new interfaces provide a blank slate - an exciting opportunity to experiment but also to define what our future user experiences should look like. And hopefully, with experience from today's screen addiction, the new technology will be designed to filter out the noise for us and be optimized around our needs.

We might not be ready or able to completely ditch our smartphones just yet, but a combination of AR and voice commands will soon be the primary interface for anything spontaneous. This means that technology could help you be more present in the real world, while elegantly serving you with information, assistance and immersive experiences on demand.

THIS IS HAPPENING AT SCHIBSTED

01

Voice – VG

With both Google Assistant and Alexa improving and becoming available in more languages, the interest for voice as a user interface is starting to grow. Schibsted's newspaper VG created one of the first actions (skill/app) for Google Assistant in Norway and has been experimenting with text-to-speech in order to give Norwegian listeners live news updates and sports results. Because voice is uncharted territory, two of the key focus areas has been user research and getting MVPs in front of users. People are excited about AR – but also get very impatient if the technology fails. Whether it's to reach out at different hours or to people who are old or young or otherwise unable to use phones or computers, voice represents a very interesting opportunity.



02

AR – Finn Shopping

While open source software development kits by Apple and Google, ARcore and ARkit, revolutionized the AR industry last year, the final push for mainstream adoption is anticipated to come from AR on the web. With the iOS 12 software update from Apple this fall, a feature called AR QuickLook was launched to all iPhone and iPad devices. This makes it possible to view 3D objects in AR in Safari, with the tap of an icon and with no extra app installation needed. Finn Shopping is the first Schibsted company to try the new feature. Working with the Platform and Technology Trends team, they have partnered with an external firm for 3D model content creation and are now launching AR QuickLook in chosen categories on the Finn website. AR QuickLook will help users make better buying decisions, allowing them to view new furniture items in the context of their own home, comparing sizes, colors and textures in a realistic way.

03

Voice – Aftonbladet

Aftonbladet Daily is Sweden's first daily news podcast. It's available for smart speakers using Google home and Amazon Alexa. The launch is part of a larger push into voice and audio by the new department Aftonbladet Labs. The podcast is produced in collaboration with podcast platform Acast. Aftonbladet recently released a service for Google Assistant where users can get the latest news read to them and also access the title's full catalog of podcasts. In Sweden news aggregator Omni is also launching a news pod, in Norway Finn Travel has built a functioning flight search during a two-day hackathon and in France Leboncoin has been experimenting with text-to-speech in its jobs vertical.

MEET OUR PEOPLE

“To keep learning is what drives me”

In Mexico, Segundamano has started a journey to become truly data driven. In charge of this effort is Paloma González Martínez, who joined Schibsted a year ago.

“Providing value to our users is our most important goal. We want to ‘wow’ them and we’re using insights from data to achieve this”.

In the data world “liquidity” has become a buzzword; it basically means to make the user’s experience smooth and efficient, and to remove pain points and obstacles to transactions. In a marketplace this means easily finding what you need and going through a safe and clear process. Improving this liquidity is Paloma’s main focus.

The first step has been to define what will improve the user experience and to set up some metrics, based on data insights - and to create action plans.

“Each Monday we look back on the data from the last four weeks. If we see that a category is going down we use all our efforts to analyze what is happening. Then we pass our findings on to our marketing and product teams, so they can take actions to improve things.”

Segundamano has taken the lead on this in Latin America, sharing experience and knowledge. And at the same time the central Schibsted team is helping out when resources are a bit short when it comes to data science.

“To keep learning is what drives me, and to help other teams. I also believe that we can be much more data driven, and that would improve all of our products a lot.”



*Chief Data Officer.
Years in Schibsted: 1.
I look forward to: Keep finding insights from data.*

**PALOMA GONZÁLEZ
MARTÍNEZ**



Finding opportunities to cooperate

Mårten Gustafson's job is to help his tech colleagues to collaborate, and to identify if they are working on the same problem in different teams. He is working across the media organization, with tech infrastructure, best practice and tools - to help the organization use its resources in the best way.

Getting an overview of what the different teams are doing takes a lot of communication.

"I'm hanging around in many forums, following conversations. And an important part of my work is to build networks for knowledge sharing across the organization."

Mårten is a systematic guy, and sometimes when he sends out another spreadsheet some people may heave a weary sigh.

"But lining things up in rows and columns can make it easier to 'see' everyone else working on similar issues and realize that there's an opportunity for cooperation."

MÅRTEN GUSTAFSON

Principal Architect.

Years in Schibsted: 8.

I look forward to: The future of work and the work of the future.

The next generation of publishing



Fanny Chays is product manager in Schibsted's NextGen Media Products. This is a team that is working on defining the next generation of publishing products.

"We do that by obsessing on understanding the user problems and finding the right product and market fits", she explains.

Products like Peil, that offers an effortless way to keep up with news, Omni, a curated news service that gathers perspectives from all media in one place, and The Daily, a news service for large corporations are part of their portfolio.

"What makes NextGen really interesting is that it allows us to take a step back and look at the world we operate in, at trends, future opportunities and challenges, and develop a vision for the future. And in the end, it might turn into a product."

FANNY CHAYS

Product Manager.

Years in Schibsted: 4.

I look forward to: Continuing to develop new products that solve important problems.



Visualizing the ultimate experience

In all product development, user experience is top priority in Schibsted. Paula Mariani leads the UX team that is working across all of Schibsted's marketplaces.

"My main focus is to make sure that we always have the users and their needs top of mind", Paula explains.

To achieve this, her team is working on a project called "the perfect matchmaking", where they want to realize a vision of the ultimate experience. They are also creating a framework that will help them understand how well they're doing.

But what she likes most about her job is getting to know different UX teams across Schibsted.

"We have become a huge community that shares best practice and I love spending time with my colleagues, and learning new things".

PAULA MARIANI

UX Director.

Years in Schibsted: 3.

I look forward to: Delivering even better products for our users.

WHAT'S YOUR SCORE?

China's tech and AI development is impressive. But it might also lead to the largest population on Earth being completely controlled by a totalitarian state. The tool? A social score used to reward or punish people, based on data from digital platforms and surveillance cameras.



MARIA
WARREN

*Connection to Schibsted: Former Communications Manager, Schibsted Growth.
Connection to China: Lived and worked in Shanghai for seven years
I look forward to: The next time I step off a plane in a country I haven't been before.*

In today's world there are few topics that really get the discussion going the way China does. Facts are mixed with personal experiences and random overheard stories. Eastern propaganda clashing with Western freedom of speech sparks both fear and curiosity on both ends.

Lately the conversation has been focused on China's AI and tech development. Media, futurists, think tanks, agencies and other global organizations have bombarded us with news and forecasts on how China is becoming the world's leader in tech expansion and AI research.

These areas are at the top of the Communist

Party of China's (CPC) agenda, and Chinese tech companies often work closely together with the government.

WHAT KIND OF SOCIETY WILL EMERGE?

Three of the nine biggest companies for AI development globally are Chinese; Baidu, Tencent and Alibaba. These three together are worth around one trillion US dollar and their investments have skyrocketed, acquiring 164 unicorns during last year. But what does it mean when a totalitarian state takes the lead in such a development - what kind of society will emerge? And how will this affect the Chinese people and the rest of the world?



On a screen in the headquarters of Beijing-based company Megvii, pedestrians are monitored using face-recognition software. Photo: Gilles Sabrie/The New York Times

The MIT technology review from 2017 claimed we should not fear this development happening in China. It also argued that the West should copy it. The word “copy” goes well with “made in China”, right? That is how the West has perceived China for a long time, as a factory lacking any respect for copyright or trademarks. But the tables have been turning.

Only during the last decade in China, an art culture has also completely exploded; a new music scene has developed, and amazing design and creativity is flourishing. “Made in China” is now “Made by China”.

For decades, the West has been skeptical towards China. And China has, as a nation, been losing face collectively to the West for a long time. So imagine what it means when a report from MIT says that the West should copy China. Especially since Chinese people value personal honor and pride in everything - for a Chinese person to lose face in any way is the ultimate embarrassment. To them, the time has finally come to get the recognition they rightfully deserve. The West is suddenly in awe of China’s AI and tech development, eagerly trying to build collaboration bridges and establish knowledge exchange.

But there’s another side to the story - there’s a real risk that within a few years the largest population on Earth might be completely controlled by a totalitarian state, enabling one state ruler to change the behavior of each and every citizen with a single click.

A NUMBER RANKS EACH PERSON

The first time I heard of the social credit system was three years ago, when I still lived in China.

With a massive smile and a gleam in her eye, my colleague Liwen snuck into my office and whispered, “I got a pay rise and my social credit has gone up!” I had to confess I had no idea what she was talking about and when she was done explaining I had chills all over.

The system has been in place since 2014 and will be fully operational in 2020. The scheme is mandatory, and the exact methodology is - of course - a secret. The basics are: each citizen is given a social score.

A number that ranks every individual, giving high or low scores based on data from different digital platforms on lifestyle behavior, status, friends and family etc. The score determines if you are going to be rewarded or punished.

The rewards for a high credit score are many; favorable loans for housing, streamlined visa procedures for traveling abroad, even suggestions of high-class dating apps should your marriage not last.

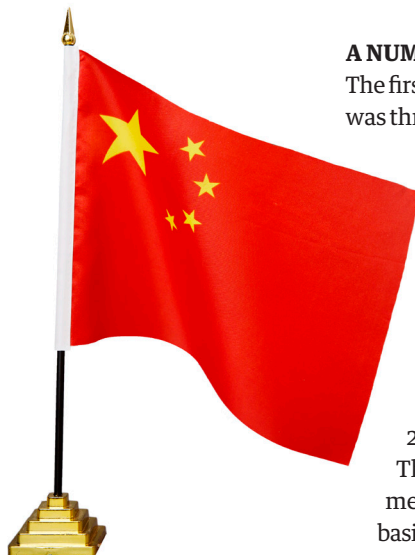
THE SWORD OF DAMOCLES

The punishments are harsh. A low score means difficulties getting train or flight tickets, slower internet speed (we refer to the web in China as “Chinternet - almost like having internet”, a closed network surrounded by the Great Fire Wall of China. You can imagine, it is not great to begin with), inability for your child to get into good schools, obstacles when looking for a new job, not being able to sign lease contracts and much more.

These rewards and punishments are just the official ones.

The social credit system aims to “purify society” by letting “good people” move about without obstruction and leave a constant threat hanging like the sword of Damocles over the “bad ones”.

I recently caught up with a friend who lives in China. He occasionally goes out drinking with the local district police officers and at the end of a late night the (highly inebriated) chief of police picked up his phone, and took a blurry picture of a random patron next to them. Then he ran a search and showed the result to my friend where the man’s name and additional information instantly came up. “I can find anyone on this”, the chief boasted.



The CPC's goal is to build a database over the entire population, enabling recognition of a citizen within seconds. The current surveillance network in China consists of about 200 million cameras all over the country and will be extended to 300-600 million cameras in 2020 (more exact numbers have not been made official).

China's development within AI and tech gives anyone with security clearance the possibility to locate and get background info on any given citizen within seconds.

It does not stop at facial or voice recognition, the latest development within surveillance tech is said to explore the possibility of interpreting body language to foresee felonies that are about to happen - an eerie realization of the plot from the 2002 movie "Minority Report" in which people are prematurely sentenced for a crime they have yet to commit. Also - when China says it is "exploring possibilities" it basically means it is up and running already.

So, why do the people of China agree to all this? The answer is almost too simple. They value safety higher than privacy.

Research shows that when choosing a work place the young generation of China wants safety and secure employment. The one-child policy led to a generation referred to as the "Little Emperors", which in short is a whole generation growing up with parents with an increased purchasing power and four grandparents having the one child as their main priority.

The result is a highly spoilt generation used to being taken care of, with a family of elders wanting nothing but security and safety for their golden child.

The CPC is very skilled at making sure the

The social credit system aims to "purify society".



At this street crossing in Shenzhen, jaywalkers are automatically fined by text message. Their faces are displayed on screens.

citizens know that everything they do aims to ensure people's safety. During Xi Jinping's speech at the 2018 National People's Congress in Beijing, he said that the CPC will keep absolute leadership over the armed forces with the goal of building a strong army. At an Interpol conference recently he stated that "Chinese society is stable and orderly, people happily live and work in peace," and that "more and more people believe China is one of the world's safest countries".

AIM FOR INCREASED COLLABORATION

So, when the second largest economy in the world has the biggest population on Earth under its thumb, what does that mean for the global balance? Perhaps the West should be a bit less in awe of China's technology development and instead of trying to copy it, find ways where AI won't lead to total population control, but rather increased collaboration and less distance between countries and the people of the world.

Because rest assured - where the West will be in another fifty years of tech development is where China is going to be in ten.



The ethics of tech design

It's called persuasive design, and almost all big tech companies use it. By hiring psychologists, mental health professionals and behavioral science experts, companies can create products that are addictive and that actually manipulate our behavior.

The concept of persuasive design is nothing new, some researchers claim it all started with Socrates' storytelling techniques (there's always a Greek at the beginning, right?). However, the manipulative design has now moved far away from storytelling, and into the thing modern humans use the most; our beloved tech.

A group of American psychologists is protesting against these "unethical and dangerous" practices, pointing out that these "hidden manipulation techniques" especially affect children, and the tech companies know this.

Tech's energy problem

Listen, I know we all love our tech, but it comes with a very heavy energy price tag. Climate researchers are saying we have to cut our emissions in half by 2030, so that price tag is a problem. Many techies believe we could innovate ourselves out of this mess. However, we have been trying that for years, and even though electrical cars have become the hottest status symbol (thanks Musk!), 2018 will still be a record year for carbon dioxide emissions.

Also, all new tech that excites us is not as environmentally friendly as clean cars. Mining cryptocurrencies alone now makes up one percent of the world's total energy consumption. So if we want to innovate our way out of this, we need to focus on the innovation that matters before forcing everyone to use Bitcoin.

What comes after China?

Investors who entered the Chinese startup scene early have made fortunes on the country's economic boom. Now, the country's startup world is maturing and eager investors are looking for their new cash cows.

Many investors believe sub-Saharan Africa is next. The region only has three unicorns so far, but due to expected high growth in population, internet penetration (currently under ten percent in most countries), and resources, the market could grow very fast.

Others believe Latin America is the next unicorn machine and give Argentina as an example. The country has had a tough couple of years, but the "chronically dysfunctional economy" (a phrase used by Argentina's minister of technology, ouch!) has actually helped startups flourish. High inflation and changing rules have forced them to be crafty and adapt a fighting spirit.

AI will go where the data is

When discussing artificial intelligence, people often end up visualizing what our world will look like 50 years from now. Let's not look that far, let's instead focus on which industries AI is most likely to revolutionize in the coming few years.

The key here is data. AI is nothing without a good amount of intelligence (it's in the name, duh). For AI to be effective, the data collection needs to work well, and it must be available.

Because of this, AI might actually be most effective in some of the world's oldest industries, like agriculture and health care.

In agriculture, the vast amount of harvest data is used to place seeds and chemicals exactly where they're needed, autonomous harvesting, automatically watering the soil, and notifying the farmer of what's going on with the crops. With sensors in the soil monitoring temperature, water levels, and movement, farmers can water only the areas that actually need it, which is both more efficient, cheap, and environmentally friendly.

In healthcare, AI helps doctors make better decisions for each patient with predictive analysis, as well as identify at-risk patients by using pattern recognition. AI has also improved the chances of early detection of certain diseases like breast cancer. With AI, mammograms can be reviewed 30 times faster with a 99 percent accuracy, which can drastically reduce the number of unnecessary biopsies.



Within this field, it also helps that many consumers are joining in on the trend, using wearable devices powered by the Internet of Medical Things (IoMT). The data these gadgets register can be used to help consumers change unhealthy habits, facilitate for doctors to detect and monitor heart problems earlier, and give medical staff better insights into day-to-day patterns.

A more controversial usage of AI in health-care is humanoid robot caretakers for the elderly.

These robots could decrease the pressure on the healthcare system by treating each patient in an optimal way and offering human-like interactions (or even conversations) which could help patients with diseases like dementia stay sharper.

Agriculture and healthcare are not the only sectors at the forefront of the AI revolution. Other industries that already have enough data for AI include transportation, delivery services, manufacturing, and construction.

ELLEN MONTÉN

Editor, The Schibsted Daily.

All Trends in brief-articles in Future Report are contributed by Ellen Montén.

THE BLOCKCHAIN EVOLUTION HAS JUST BEGUN



FREDRIK
HAGA

Title: Former Trend Manager Blockchain.

Years in Schibsted: 2.

I look forward to: Scaled blockchains.

It's Sunday morning - you check your balance and see that you have earned 200 euros from your house this week. While you have been sleeping and at work, strangers have stopped by your house with their electric cars and used your charger. Also, your neighbor's son has been doing some heavy gaming with friends this week, so he bought the excess power from the solar panels on your roof.

Both the strangers using your charger and your neighbor paid you for every second of electricity, basically streaming money to you. The taxes you are obliged to pay for this income instantly goes to the government without any paperwork. Maybe you and your better half should go out and treat yourself to a nice dinner tonight?

This is all possible thanks to a global infrastructure for trusted interactions - consisting of blockchains.

In early 2017 practically no one was aware of Bitcoin or the word "blockchain". By Christmas 2017 those words were in every major news outlet. A lot of people are now wondering: what can this technology actually do for me? So let's imagine we are a

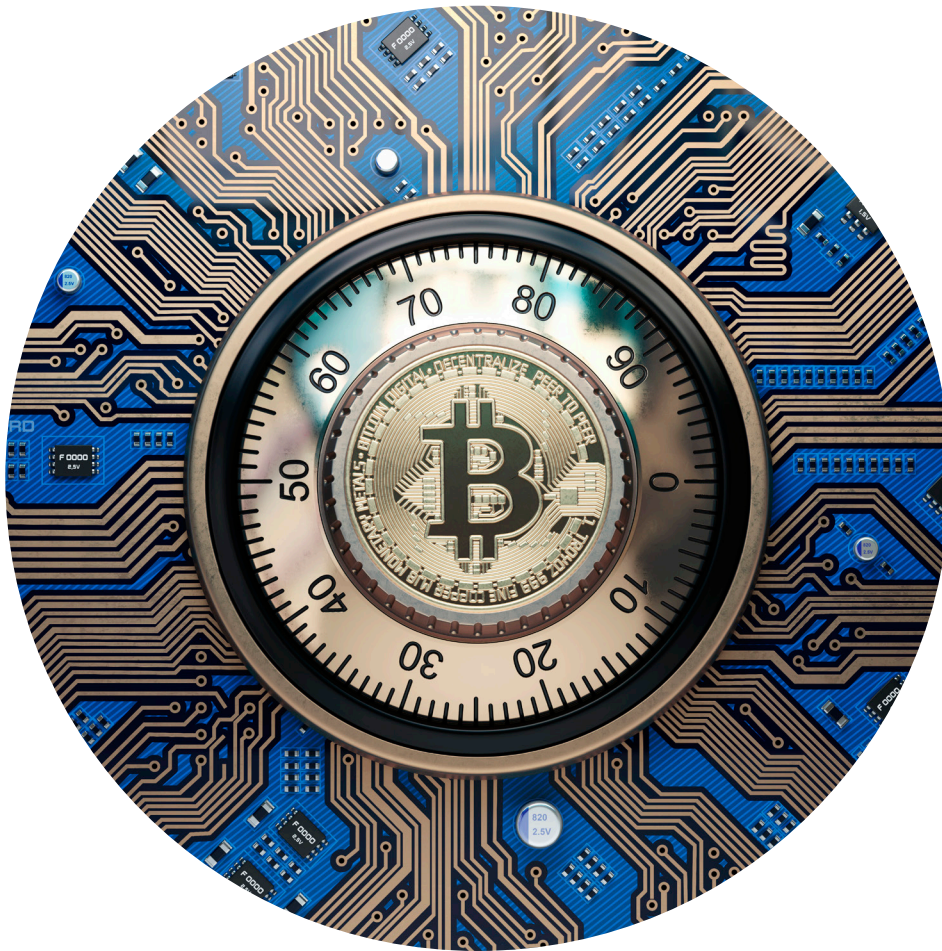
few years into the future and exploring your blockchain-enabled day in more detail.

Say you're looking for a new job and you get a reply from the exact right person, to potentially get that dream job. Her schedule is packed, you had no friends who could introduce you and there are heaps of other people trying to grab her attention. So how did you manage to get the attention of this high-profiled manager? Well, you simply paid for her to reply - the 100 euros you offered were enough for her to take your request seriously. Your money was locked up until it timed out or she replied. You are invited to an interview next week. Your prospective employer has already verified your CV, your university degrees and grades from the US and Australia, plus your former positions in France and Brazil - they were all confirmed to be legit seconds after she read your email.

A FUNDAMENTAL SHIFT

This week you earned money off your house, paid the relevant taxes and got in touch with a prospective employer who instantly verified the legitimacy of your CV. All without touching a piece of paper and almost without any effort on your part. So, what's the difference between your story here and the current state of affairs?

Accounts, in this story, are not bank accounts but an address in a distributed ledger - a blockchain. A distinction you don't really have to care about, but a fundamental shift in how we interact financially and trustfully. First of all, your house can't have a



Your ID is no longer plastic, it's an entry in a global infrastructure for trusted interaction.

bank account. Bank accounts are for human beings with social security numbers and it takes those accounts a few days to settle a simple transaction. Thus, that stranger buying power could be long gone before you know if she is willing to pay. Furthermore, you cannot program your bank account to autonomously decide whether some stranger pulling up in your driveway is offering an acceptable price for your power.

Bank accounts don't send money across borders depending on whether someone replies to an email or not - they're not programmable. When you use a bank account you pay your taxes a year or so after the relevant taxable event, bringing down half the rainforest in the process.

IT MIGHT CHANGE YOUR LIFE

Your ID is no longer plastic, it's an entry into a global infrastructure for trusted interaction. Instead of printing a piece of paper and scribbling your signature at the bottom of it, your university in Australia signs a digital claim about your education.

That's why your potential employer can basically click a button and instantly verify that you have a certain degree and grades. Luckily all the other institutions they need a confirmation from also use the same global infrastructure.

Any technology shift needs some time to evolve before it becomes truly useful. In retrospect it might seem like it happened over night, but it's very much an evolutionary process with a lot of trial and error. In the year 2000 you probably didn't predict the rise of Facebook or AirBnB. A lot of people had a huge but vague faith in the internet and invested, even though they didn't know what it would actually be useful for.

Today, few will deny the massive impact of the internet. Put your phone in flight mode and you quickly understand how much you rely on it. Despite that you probably cannot explain how the internet works.

You might not understand how blockchain technology works either, and you might not see clearly what applications it will bring - but it still might fundamentally change the world and your everyday life.

CHANGING THE VIEW ON REUSE

In Belarus, Kufar has changed the perception of secondhand trade from the Soviet days. Now they are also sharing insights and knowledge to help build businesses.



**VIKTORYIA
SATSOUTA**

Title: B2B & PR Manager, Kufar.

Years in Schibsted: 1.5.

I look forward to: A world where marketplaces use augmented reality.

In the 80s, when Belarus was a part of the Soviet Union, buying stuff directly from private people was almost the only chance to get a pair of jeans, a tape recorder or a pack of imported cigarettes. At that time, you could barely find anything decent in the stores due to the shortage of goods, including clothes, household products or even groceries.

As a consequence, the concept of buying directly from a private person was so popular that there even was a group of people named “fartsovshiki”, who earned money by finding and reselling rare - primarily foreign - goods at a high price. Actually, people were doing this during most of the Soviet era - they made deals starting in the late 40s, all the way through to the 70s. And in the 80s, when the iron curtain started to fall, and more people got a chance to travel abroad, the movement became widespread.

In the 90s, after the collapse of the Soviet Union, buying from private sellers was still the only chance to find a lot of goods. Financial crisis, currency inflation and budget shortfall gave rise to a secondhand economy. When salaries dropped, few people could afford to buy brand new items. Plus, it was not easy to go shopping: store shelves were empty, and food coupons were used instead of bills. After a dec-

ade, memories of the crisis were still vivid. Consumption of secondhand goods was associated with poverty and tough times. So, at the dawn of the millennium, people rather bought cheap, new mass-produced stuff, instead of quality items with a history.

TRAFFIC INCREASED BY 70 PERCENT

At this point Schibsted came to Belarus with an ambitious goal: to conquer the local market, and to change the perception of secondhand trade and classified marketplaces. The platform was set up in 2010 and despite the fact that it was launched by just a couple of employees, Kufar soon became an important asset.

“Our first office was in a flat. There was too much work and only three of us. And we were responsible for everything - from paying rent to creating design sketches”, says Gregory Lashkevich, a developer and one of the first Kufar employees.

In 2014 traffic increased by 70 percent, reaching 400,000 users every month. Kufar also started to sell media advertising to hundreds of companies all over the country.

Michael Sender, former CEO of Kufar has a clear view of what built the success during the first years:



“I see a clear connection between Kufar’s amazing growth and its team’s ability to effectively learn from the success of others, and always apply what has proven to work elsewhere before getting too creative. To me that, and the “app first” philosophy, helped Kufar avoid the “website” identity bias right when the apps started to take over the screens”.

In 2015 the Schibsted project reached another milestone - the number of users doubled. When traffic reached one million monthly users, Belarusian media started to speak of Kufar as a national grass-roots’ platform.

“We got this title because we really cared about our users. Changes that we implemented were linked closely to our customers’ feedback. We were always ready to hear from our clients, and we were building a roadmap for improvements based on their wishes”, says Tanya Lemesheva, Head of Product Department.

SERVICES WERE SHUT DOWN

The team also focused on the mobile app and on cross-platform solutions. When Kufar announced their first app for Android, none of the competitors had anything similar.

“For me the success of Kufar indeed should be attributed to the team’s ability to make the right decisions, understanding of customers’ needs, providing effective marketing and customer support”, Tanya says.

Doing business in a post-Soviet country can

be tough not only because of financial or social issues, but also because of regulations, and even censorship from the government. In 2014, quite a few national online services were shut down because of new strict requirements for internet trade. At that time there was a monetary crisis in the country and the exchange rate of the US dollar fluctuated significantly, and marketplaces were forced to show prices in both Belarusian rubles and USD.

Kufar also received a warning letter. But thanks to fast reaction and maximum efforts of the team, all the issues were solved within 24 hours. The platform remained accessible for all customers, while some of the competitors stopped their business for days or even weeks. That experience of fast problem solving made the Kufar team even stronger.

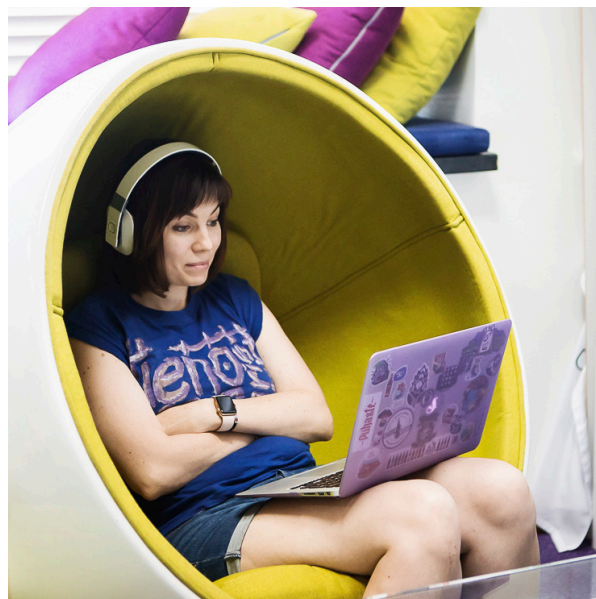
“It was Friday evening and all the team members had left the office. Just a few minutes after we received the information, six of us were in a phone call, discussing how to solve the problem. All evening and all night our only developer was rewriting the site and the API for the Android app. In the morning we released new versions of the app and the site and... we succeeded. It was a unifying moment and we realized that we could do almost anything”, Tanya Lemesheva recalls.

Artsiom Rabtsevich, Kufar CEO since 2017:

“There’s a very strong culture of team work and problem-solving. I noticed that as soon as I got to know the company. And I believe that all the newcomers inherit this remarkable attitude towards challenges from senior colleagues.”

Over the years Kufar has kept working with public opinion, drawing attention to responsible consumption and minimizing the prejudice against vintage goods. In 2016 the company launched a massive campaign in support of the sharing economy and mindful consumption. The efforts have continued in cooperation with ecological initiatives and organizations.

This has had a positive impact on the public perception of secondhand philosophy and on environmental issues. By reducing overconsumption, the volume of CO2 emission has also decreased. Today more and more Belarusians, especially young ones, come to Kufar



to find stuff or sell their items in order to save some money and reduce their environmental footprint.

LEADER OF THE LOCAL MARKET

One of four people who have access to the internet in Belarus visits the platform every month. This makes Kufar the leader in the classifieds market and one of the five most popular digital services in the country. Today Kufar has 1.53 million unique users a month, 60,000 new approved ads every day and more than 60 employees.

“Realizing that so many people trust Kufar and consider it a platform for profitable deals makes us proud. One of our primary goals is to be a perfect place for sellers and buyers to meet to provide perfect matches for everyone, no matter what they want to buy or sell: a new car, an apartment or vintage furniture”, says Artsiom Rabtsevich.

In the 21st century communication is constantly changing, as well as the patterns of online shopping. To stay relevant Kufar is improving and developing its interface, mobile apps, customer support and new solutions for transactions between buyers and sellers.

Kufar also provides listing services for local companies. Today more than 1,700 companies publish paid ads on Kufar. At the same time the goal is not only to provide a platform where small and medium businesses insert their ads, but also to be a trusted partner for entrepreneurs. Kufar is constantly sharing essential data about marketing, promotion, the online landscape and trends in customer behavior with the business community. And it's appreciated. 96.8 percent of the entrepreneurs who use classifieds think that Kufar is the best platform for their business.

“Cooperation with professional vendors is one of the key directions for our business in Belarus”, says Artsiom Rabtsevich.

“In many countries small and medium sized businesses are the drivers of local economy. When they get more skills and become more qualified, it's beneficial to everyone. The better their business runs, the more money to the region. It opens new opportunities to the locals and leads to prosperity for the society. This is a strong motivating force and the reason why the Kufar team keeps moving forward.”

60,000

new ads appear on Kufar every day, on average.



THE MOST SOUGHT AFTER GOODS ON KUFAR.BY

#1 **Sofas.** Searches for furniture generally got a huge boost in the summer of 2018. Sofas topped the chart with 751,744 search requests.

#2 **Bicycles** also rose in popularity, with 703,498 searches.

#3 **Fridges** got 587,776 search requests.

#4 **Dresses** come in highest of all apparel, with 475,875 searches.

#5 The search term **kitchen** garnered 363,339 search requests.

All of the above data is taken from searches performed by users on Kufar.by during the summer of 2018.

TEACHING ROBOTS HOW TO WRITE



MICHAEL
POROMAA

Title: Managing Editor, Aftonbladet.

Years in Schibsted: 20.

I look forward to: Our weather robot starting to report on the winter and snow.

Reporters at Aftonbladet have been producing articles for close to 188 years. Now comes one of the biggest revolutions in the history of Schibsted. From now on robots will write and offer readers hundreds of articles every day. Sweden's biggest media house is increasing its service to readers with this latest technology.

A text robot will be producing content for the coverage of traffic and weather in addition to creating texts for the football coverage in the section Sportbladet.

This project is carried out in cooperation with United Robots, which is leading in artificial intelligence (AI) and natural language generation (NLG) in producing publishable articles using large data sources.

The new service will work as a complement to the traditional journalistic work and will create content to an extent never reached before at Aftonbladet. The automated writing of texts means that there is no limit to how many texts can be produced

in a day. Furthermore, the automatically written articles can mean more time for the paper's reporters to concentrate on the biggest and most important stories as the robot deals with more mundane matters.

The first section to use the new technique will be the reporting on traffic and weather together with football pieces.

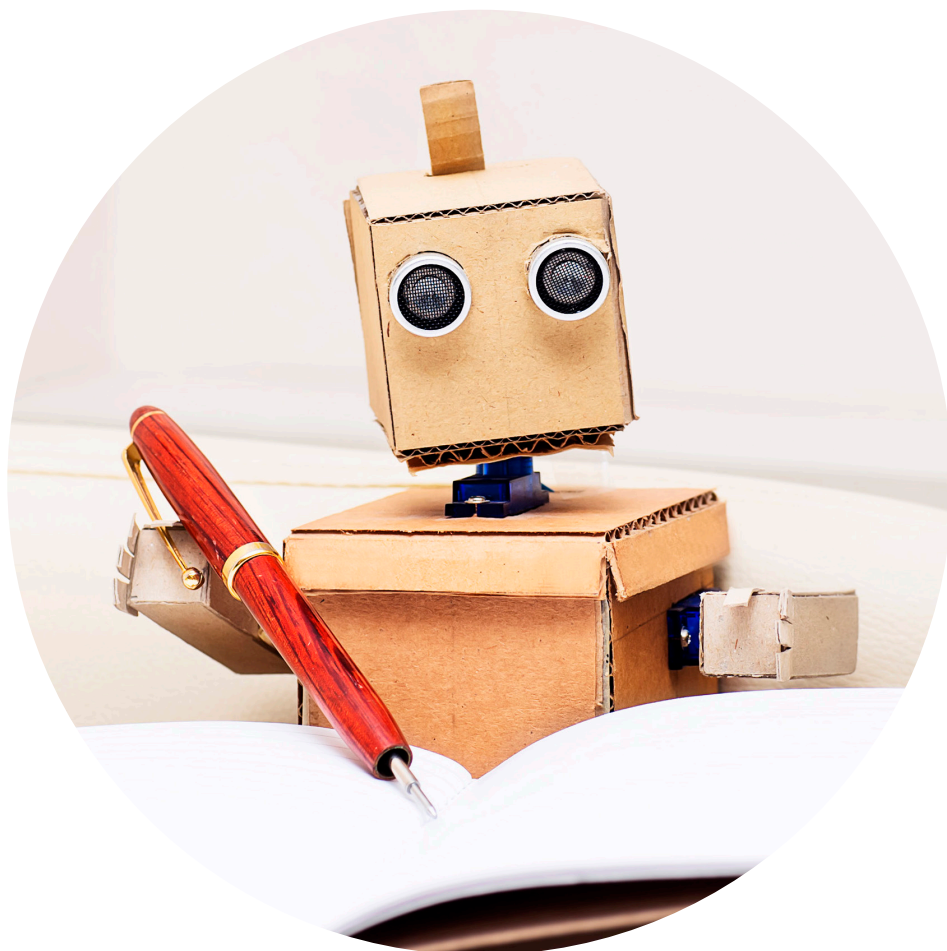
The traffic robot will produce articles about situations and warnings from roads all over the country and report estimated delays that follow. Together with the texts, the robot will send a satellite picture highlighting trouble spots.

TAUGHT BY JOURNALISTS

But how can the robot tell us what is happening on the roads of Sweden?

This is how it works:

- An incident or a blockage occurs.
 - The state-run Swedish Transport Administration (Trafikverket) sends data to the robot containing facts such as type of incident, number of vehicles involved, GPS coordinates and at what time the road is estimated to be clear again.
 - The robot creates a text using the wording it has been "taught" by Aftonbladet journalists to sound as natural as possible. In order for the texts to be varied, the robot can describe the same incident in several different ways.
 - The text is filed to Aftonbladet and is automatically published on aftonbladet.se. When there is a major incident, a push notification can be automatically sent.
- As for the weather reporting, the service is



Aftonbladet
will be able
to provide
more
content
and a wider
coverage.

based on warnings issued by the Swedish Meteorological and Hydrological Institute (SMHI).

With the help of the robot service, Aftonbladet will be able to provide more content and a wider coverage. That means better opportunities to personalize products and, with geo positioning, increasing possibility of giving readers relevant information.

The robot can also facilitate the work in the newsroom by issuing alerts drawing attention to major events such as accidents with several vehicles involved. Algorithms will analyze all the available data looking for deviations, connections and events that could lead to a wide coverage and alert the newsroom.

WHEN THE WHISTLE BLOWS

Text robots were used already in the spring of 2018 as Sportbladet increased the depth and width of its Premiere League reporting.

Traditionally, the coverage in Sportbladet has consisted of live reporting from matches together with texts, mainly about the top teams. With the help of the robot, and with its global sports data source Sportradar, Sportbladet can now publish articles at the moment the referee blows the final whistle - from every game that has been played.

Together with TV highlights from Viasat and match facts from Sportbladet's goal service, it gives the reader the chance to read about his or her team's match instantly.

"With all the deep data we have from major leagues such as Premiere League, the robot knows a lot about what has happened during the match", says Sports Editor Pontus Carlgren.

"That, together with the speed a robot offers, gives our coverage a new dimension. Thanks to the possibility to subscribe to texts through the follow function on the site, supporters won't miss a single article about their team", Carlgren says, adding that "The fact that the robot produces texts that are finished at the final blow of the whistle, will give our knowledgeable reporters and columnists more time to work on thought-through articles and columns for the benefit of our readers."

HACKKING THE CODE OF AGING

Immortality is soon within humanity's collective grasp. Scientists warn of overpopulation, class war, and inequality in the wake of growing life spans. But we'll have time to figure it out.



MIKAELA
ÅKERMAN

*Title: Media Industry Editor.
Years in Schibsted: Almost six.
I look forward to: Building next generation products (and living a looong life).*

If you had to choose between living forever, or having children, what would you pick?”

The question from my friend annoyed me. I had talked enthusiastically about overcoming death for years but never reflected on the price I was willing to pay for eternity. If there was a way for me to be immortal, but it for some reason meant I had to give up the ability to have children, what would be more important?

As we were having the existential conversation over breakfast, the morning news show on TV serendipitously talked about the growing human life expectancy.

“Some say the first person to live to a thousand years has already been born,” the TV host said, and the doctor who was being interviewed nodded. “Some argue that, yes.”

I was initially fascinated by the prospect of living forever when I had just moved to California to work as a freelance tech and science

reporter a few years ago. I had read about a man, Dr. Joon Yun, who had made it his mission to “hack the code of aging”. The former Stanford-doctor-turned-investor was giving out a million-dollar prize to whoever could advance the research in a substantial way. When I arrived at his office in Palo Alto for an interview a team of five people was waiting for me in a gigantic conference room; his assistant, a two-person private media team, a business partner, and Dr. Joon Yun himself. This guy was clearly serious about everything he set his mind to.

WHAT ABOUT OVERPOPULATION?

From that day on, I couldn't let go of the idea that dying didn't have to be something imminent and unavoidable. Joon had introduced me to a number of people who didn't deem the undertaking of putting an end to aging impossible - or at least pushing the deadline dramatically. Rather, they were all surprisingly convinced it could be done within our, or at the very least our children's, lifetime.



Obviously, there are questions and potential problems that arise with the idea of humans staying around for decades and decades. What about overpopulation? Will living for hundreds of years or more undermine our drive and appreciation of life? Will the technology be available to everyone?

The idea of living forever is not in any way new. Ever heard of the Greek myth of Tithonus? He was a prince of Troy and a lover of the goddess Eos. In fear of losing her lover, Eos begged Zeus to grant Tithonus immortality. But she forgot one thing; to ask that Eos also would have eternal youth. Tithonus kept aging until he had shrunk to the size of a grape, unable to die, illustrating a fear of never ending old age that goes back thousands of years.

In Silicon Valley, immortality is something

Senescent cells have been described as the "zombie cells" in our bodies.

that can't be bought for money (yet). But it is safe to say that prolonging life has become an obsession for some. Ray Kurzweil is a renowned computer scientist at Google, known for his books on singularity and his resolute fight against time. The 70-year-old allegedly takes hundreds of supplements every day for anti-aging and health purposes.

I once listened to Kurzweil speaking at a medical conference where he talked about uploading our brains to the cloud and having nano robots cleaning our blood. Not surprisingly, futurist Kurzweil has signed up for cryonics (low temperature preservation of human corpses) in hope of there being a way to bring him back to life in the future in case he dies.

OVERPOPULATION WON'T BE DRAMATIC

So, what are the most promising methods of extending the human lifespan? And who are the people most likely to make it happen?

At the Google research and development company Calico in California, scientists are trying to come up with possible solutions that could enable people to live longer and healthier lives. For these visions to succeed, however, "an unprecedented level of interdisciplinary effort and a long term focus" will be needed, according to the company.

The same conclusion was reached in one of the meetings I attended during my time in Silicon Valley. Representatives from some of the most influential companies and institutions in the US had gathered to talk about the possibil-



ities and challenges that the endeavor of curing aging entails.

According to Sonia Arrison, author of the book “100 Plus”, overpopulation won’t be as dramatic as you might expect. Population growth is mostly driven by birth rates, not death rates. When one person doesn’t die, it is only one person. But when people have children, they might have one, two, three, four, five... Equality might be a bigger concern, Arrison argues.

The wealthier will always get new technology first. But what happens if there is a huge time lag between the wealthy and the poor getting access to the therapies, and the gap between the highest and the lowest average life expectancies widens from 40 years to a century or more?

“There could be civil war. This is something that people could literally fight for their lives for”, Arrison says.

When it comes to the methods for extending human health and lifespan, there are a number of scientific approaches. If we narrow it down to some of the discoveries that are about to begin human trials in the near future and that could benefit people who are alive today, there are few worth mentioning.

Senescent cells have been described as the “zombie cells” of our bodies. Each time a cell copies itself, it loses some DNA at the end of the chromosomes. To protect our genetic information, chromosomes have long “useless” bits of DNA at the ends, called telomeres. In some cells, however, these will eventually run out. Your cell is now a zombie, hanging around, harming tissue around it. The older we get, the more senescent cells we collect. But what if we could get rid of these toxic remnants?

When scientists genetically engineered mice so that they could destroy their senescent cells, the mice lived up to 30 percent longer than average mice. We can’t genetically modify all cells in a human (there are about 70 trillion), but there might be a way to kill the damaged cells without harming the healthy ones. Cells like senescent cells underproduce a protein that tells them when it is time to die. When scientists injected this protein into mice, it killed about 80 percent of all the senescent cells with almost

no other casualties. Today there are a number of companies looking to come up with anti-aging treatments involving senescent cells.

THE FIRST ANTI-AGING PILL

Another hot candidate is NAD+. It is a coenzyme that plays a central role in the metabolism and energy production of living organisms. At the age of 50, we only have about half as much of it as at the age of 20.

Low amounts of NAD+ has been linked to various diseases such as skin cancer, Alzheimer’s and MS. When mice were given a substance that turns into NAD+ in the cell (NAD+ can’t enter the cell itself), the mice showed a higher ability to repair their DNA and also had a slightly increased lifespan. If human trials show similar effects, some believe NAD+ could become the first human anti-aging pill.

Lastly, we have stem cells. These are cells with a unique ability to develop into specialized cell types in the body. You can think of them as little factories that produce fresh cells to various body parts. Our stem cells decline with age, and therefore, so does our ability to repair ourselves. When scientists injected stem cells from baby mice into the brains of middle aged mice, the fresh cells reinvigorated the older stem cells and improved the mice’s muscle and brain function. When fresh stem cells were injected into their hearts, the older mice were able to exercise 20 percent longer.

MORE FUNDING IS NEEDED

There probably isn’t a quick fix to cure aging; no secret potion or single magic bullet. And as we all know, humans aren’t mice. There are no guarantees that these and other therapies will have the same effects on us. For scientists to really investigate the limits of the human health and lifespan, the field needs more attention and funding. And to those who feel it is simply unnatural to manipulate the way of nature: isn’t anything that humans can achieve natural in some way? Is it not in our instincts to push our boundaries?

What about the question from my friend about what I would pick between eternal youth and bringing a child into this world?

Hopefully, there is no rush. If all goes well, I will have at least another couple of hundred years or so to figure it out.



That’s how much extra exercise middle aged lab mice were able to do, after their brains were injected with stem cells from baby mice.

INDEX

- 34. A new space age
- 40. Meet our people
- 42. Wanted: 1,000 bags filled with plastic junk
- 44. A Schibsted Story: Changing the voice of sports
- 48. Move over, millennials – Gen Z is here
- 50. Trends in brief
- 52. Disrupting the information ecosystem
- 54. At war in social media
- 58. Don't worry – it's getting better

02

**Free
Open
Life**

A NEW SPACE AGE

After decades in the shade space is back on the agenda. Private entrepreneurs are pushing the limits of exploration, speaking about living on Mars and exporting our dirty work. And we tend to listen - filled with hope, existential fears and imagination.



DAN
OUCHTERLONY

*Investment Manager.
Years in Schibsted: 13.
I look forward to: Landing a human on Mars!*



June 27th 2018, northern Sweden. We gathered outside on the porch to watch the “blood moon of the century”. The whole family was there for the event, with cheese, snacks, wine and candy for the kids. As a bonus we got to see the Red Planet rise above the treetops. It was a rare occasion. The gathering of the family, that is.

What is the thing with space? Why does it capture our imagination and emotion so much? After a relatively quiet phase in the public eye, one thing is for sure: space is back on the public agenda! In force. Let us look back together on space technology, space politics, space music and spacemen.

My first truly emotional encounter with space was a good 25 years earlier. Our infantry unit was practicing night operations when the sky suddenly lit up green. Wow, the major brought green flares instead of red! Not quite. At the edge of space, at the Kármán line 100 kilometers above our astonished faces, the magnetosphere shielded us from the electromagnetic onslaught from outer space.

The Northern Lights interrupted our battle plans, and the major, in an uncharacteristic turn of events, called off practice and took the squad for a hike up the nearest hill to get a better view of the show. It was the freakiest of shows.

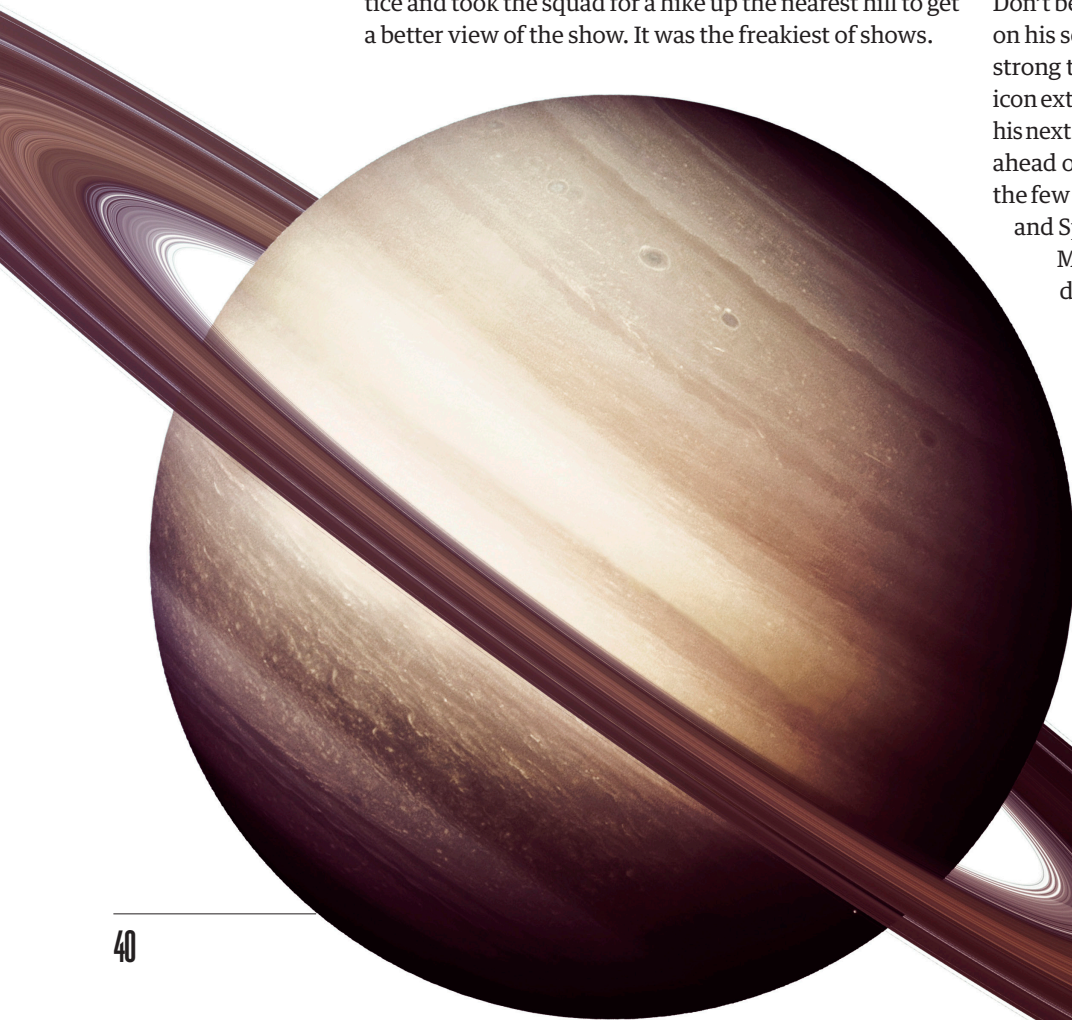
*Ground Control to Major Tom
Take your protein pills
And put your helmet on
Ground Control to Major Tom
Commencing countdown
Engines on
Check ignition
And may God's love be with you*
- Space Oddity, David Bowie, 1967

Don't be afraid of the man in the moon, sang David Bowie on his self titled debut album, two years before Neil Armstrong took one giant leap for mankind in 1967. The pop icon extraordinaire was never far from space and launched his next album and Major Tom into pop history only a month ahead of Apollo 11. Music was for the longest time one of the few ways we could approach the unfathomable space, and Space Oddity was a spectacular record.

Music and space intersected on another spectacular disc: the Voyager Golden Record. This gold plated copper record with a catalogue of human culture, biology and ambition was sent into deep space on Voyager 1 in 1977. Complete with a map of who we are, our DNA and a map to our home, The Mix Tape of the Gods, floats through nothingness as humanity's invitation card. A shout into the void, desperately beckoning: is anybody out there?

We humans have been looking to the stars for millennia, at least, with this existential question. One of the earliest recordings of space travel and extraterrestrials is “True History” by Lucian of Samosata in the 2nd century AD.

In the novel he visited the moon and found a people at war with the people of the Sun. Italian astronomer Giovanni Schiaparelli observed “canali” on Mars in 1877 which led to



instant speculation. In 1896 Nicolas Tesla suggested that we could contact the people of Mars using his wireless electrical transmission system, and actually thought he had detected a signal at one point. Our fascination with space has always been there, and has evolved over time.

Early space exploration in the 1950s and 1960s was more practical than emotional and focused on the challenge. John F. Kennedy's speech in 1962 articulated the moon as a beckoning frontier and a pioneering challenge, ripe for capture by a nation with pioneering in its blood. The global competition with the Soviet Union was ever present.

But why, some say, the moon?

Why choose this as our goal?

And they may well ask, why climb the highest mountain?

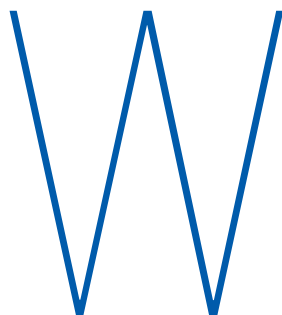
Why, 35 years ago, fly the Atlantic?

We choose to go to the moon!

We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard.

- John F. Kennedy, 1962

The moon is not a destination, it is a direction, continued Apollo 11 astronaut Mike Collins. In 1989 George Bush Sr. said the ultimate goal was not simply to go there and go back, but to go there and go on. Well, we have not gone back. Perhaps Collins and Bush would be disappointed that no man has set foot on the moon for over 40 years? It makes sense to me. We have been there, done that. Why go back? There is no actual utility of going to the moon, is there?



While NASA no longer sends astronauts to the International Space Station, it's private entrepreneurs who are pushing the limits of space exploration, and making us look to the sky again. They articulate their motivation for the hard, risky, and in most ways unrewarding enterprise quite differently.

Elon Musk, SpaceX founder and CEO, claims that space exploration is a necessity for the survival of mankind. When (not if) World War III breaks out our best bet to save humanity is to ensure "there's enough of a seed of human civilization to bring human civilization back". That seed should be planted on Mars. The other Space Baron billionaire, Jeff Bezos, sees space as a place to do our dirty work - mining, manufacturing, and recycling - in order to preserve Earth as a cleaner and nicer place to live. Bezos foresees space stations with millions of workers.

Yet, the most inspiring sales pitch for space is not these


The Northern
Lights
interrupted
our battle
plans, and the
major took
the squad for
a hike up the
nearest hill.

rational arguments. It is Elon Musk's knack for quirky PR. Letting Jonathan "Jonah" Nolan, co-creator of Westworld, edit a short video where SpaceX's newest rocket, the Falcon Heavy, launches a Tesla roadster into space to the tunes of David Bowie's *Life on Mars*, is nothing short of communication genius. We get to see cheering crowds of people gathered around Kennedy Space Center, children with binoculars, a dummy astronaut named Starman, and a Voyageresque message etched into the circuitry: "Made on Earth by Humans". As to the why of this movie Elon Musk tweeted:

Why Falcon Heavy & Starman? Life cannot just be about solving one sad problem after another. There need [sic] to be things that inspire you, that make you glad to wake up in the morning and be part of humanity. That is why we did it. We did [it] for you.

- Elon Musk on Twitter, 2018

So, space is our hope and our existential fear. A muse for the greatest pop icons. Space is also our challenge and frontier, worthy of our finest engineers. It is certainly back on the agenda, in part thanks to bold entrepreneurs with spec-



Space is not
good business.
Financially
speaking it is
nothing short
of a black hole.

tacular vision and intelligent machines. What more? It is without doubt politics.

Not everyone is pleased with space exploration and the undertones of going to Mars to save the human race. The Apollo program had its own share of critics. The main point was that spending billions of tax dollars on rockets was a sad priority when there were more pressing needs here on Earth - inequality, poverty, hunger, war. Gil Scott-Heron quipped in the introduction to *Whitey on the moon*:

“I wanna give credit where credit is due”.

Was all that money I made last year

For whitey on the moon?

How come I ain't got no money here?

Hmm! Whitey's on the moon

Y'know I just 'bout had my fill

Of whitey on the moon

I think I'll send these doctor bills

Airmail special

To whitey on the moon

- *Whitey on the Moon*, Gil Scott-Heron, 1970

The present day launch of Falcon Heavy, and the accompanying live stream watched by millions, earned opprobrium in new ways. To some, the privatization of space exploration signals billionaire escapism in a very tangible way, while the poor masses are left on a boiling Earth. Although it might be a bit unfair to demand of engineers Bezos and Musk to solve Earth politics when politicians cannot.

The Cold War space race is over, and clearly winning space ahead of the Russians is perhaps not as motivating. Still, the United States of America is getting a Space Force, according to president Donald Trump! The idea of a Space Force, despite it sounding like the prologue of a sci-fi film, has been floating around since the late 90s. I suspect the reason to bring it to the forefront now is that it still captures the minds of voters, telling a story of power, strength and technical advancements.

One thing is for sure. Space is not good business. Finan-

cially speaking it is nothing short of a black hole. The US space programs have cost some 500 billion dollars of present day tax money. Critics say private space projects only seem to surface when men, who had space on their mind as boys, come into significant money. Or government. Musk and Bezos have already been mentioned. But did you know Paul Allen of Microsoft also has a space company; Stratolaunch Systems Corp? Richard Branson is chairing his Virgin Galactic. Bezos, currently the richest man on Earth, says he divests a billion USD of his Amazon stock every year to fund his space venture Blue Origin. As we ride the fumes of the longest bull market in history, there is certainly an element of newly created private riches looking for increasingly long shot investments. And what is farther out than space? Supporters admire the fact that these private fortunes are diverted into something useful for mankind. I guess it depends on how you define useful, in contrast to for example the Bill and Melinda Gates Foundation.

To the man on the street space is first and foremost entertainment. Few things capture our imagination as the Star Wars saga, and the story permeates back into reality. For example, in October 2007, NASA launched a space shuttle carrying an original lightsaber from the Star Wars set into orbit. You already know the SpaceX line of rockets are named Falcon.

There is also the Yoda purpurata, a species of acorn worm. Ronald Reagan's Strategic Defense Initiative, a shield of lasers and missiles to intercept incoming missiles, was quickly labeled "Star Wars". In England and Wales almost 400,000 people stated their religion as Jedi on their 2001 census forms, surpassing Judaism and Buddhism. In Brighton, England 2.6 percent claimed to be Jedi.

There have been several crucial technological advancements lately. Tales of mechanical men, golden robots and clockwork automatons turning from fiction into science, through the pioneering work of Alan Turing in the 1950s to today's deep learning algorithms. You see, an essential part of deep space exploration is robotics. Sadly, we humans cannot keep up with our own imagination and ambition in the flesh, despite the Final Countdown. To build Martian bases, mine asteroids and explore lightyears of deep space, intelligent machines are a necessity. Oxygen-sucking, carbohydrate-eating mensch just don't cut it. We need robots that perform complex tasks autonomously, and even replicate themselves. Today, as artificial intelligence is increasingly becoming a reality and less of science fiction, even the most audacious of plans seem achievable. This is perhaps the clearest driver of the return of space to the agenda. The simple fact that we can do it.

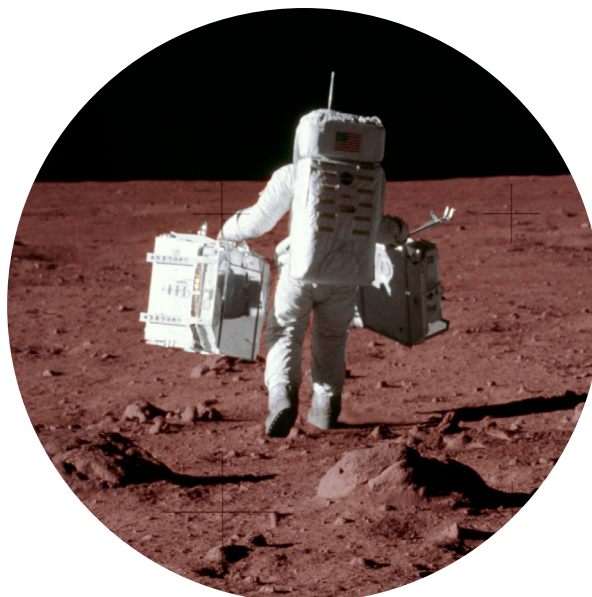
*We are programmed just to do
Anything you want us to
We are the robots, We are the robots
We are the robots, We are the robots
We're functioning automatic
And we are dancing mechanic
- We are the Robots, Kraftwerk, 1978*

And the fact that new technologies inspire new achievements was clear to another musician, creating a mega hit. Rock band Europe's The Final Countdown almost never made it out of Joey Tempest's teenage drawer. He was experimenting on the synthesizer Korg Polysix when he found the famous riff. "Some people think that tech and music are unrelated. But new tech feeds new ideas", he claimed in an interview. Much later when the song, to the band's surprise, became an instant hit, Joey commented: "It is so simple, borderline banal, very close to the line."

Close to the Kármán line perhaps?

New tech feeds new ideas. And new ideas feed new tech. That's not rocket science. What remains to be seen is if we are all leaving together. Or if most of us stay grounded until the next blood moon of the century.

*We're leaving together,
But still it's farewell
And maybe we'll come back
To Earth, who can tell?
I guess there is no one to blame
We're leaving ground
Will things ever be the same again?
It's the final countdown
- The Final Countdown, Europe, 1986*



MEET OUR PEOPLE

“I like it when things are a bit hard”

In March 2018, a new personal finance service was launched from Schibsted growth; Hypoteket. Hypoteket offers digital housing loans - without involving any bank, and using Bank-ID for signing.

“Many customers in Sweden are a bit unhappy with their banks, who have been making a lot of money from them for a long time. We are a transparent and competitive alternative”, explains co-founder and CEO Carl Johan Nordquist.

The transparency includes the same interest rate to everyone, and clarity in terms on who can get a loan. Pension funds and insurance companies are financing the loans. And for them Schibsted has been an important partner behind the startup.

“We need access to large amounts of capital so having a stable and trustworthy partner has been crucial.”

The team worked on the project for two years before launch and Schibsted was involved from the start. The founders had already worked with another personal finance idea - Bolånegruppen - that didn't take off.

“I'm an engineer, but also a typical entrepreneur. I like it when things are a bit hard. And I guess it takes a bit of naivety to do things like this, otherwise you wouldn't dare taking the risk”, he says.

The challenge now is that the personal finance market is exploding, and others are starting to offer the same kind of services.

“But we have a good head start, and it has gone really well so far.”



CEO at Hypoteket.

Years in Schibsted: Since 2016.

I look forward to: That The Killers haven't given up, and are recording another album

**CARL JOHAN
NORDQUIST**



“We call our people advocates”

Roberto La Rosa has turned customer relations and customer insights around at Subito. Now decisions and development are based on their input. When Roberto joined Subito, customer care was outsourced. He brought it back in-house.

“We call our people advocates - because they’re representing the customers’ voices”.

The team talking to customers are challenged to read between the lines and really understand what lies behind a question. Then the journey to improve processes or the product begins. Every two weeks the customer team meets with the product team to give input.

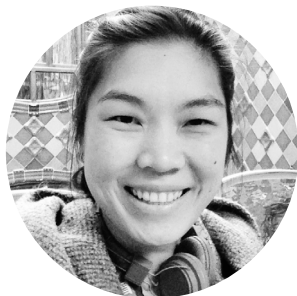
“When I started to speak to customers in 1999 I had the feeling that I knew things the management didn’t. So part of my mission is to close this gap, and to speak about how the customer center creates value.”

ROBERTO LA ROSA

*Head of Customer Care, Subito.
Years in Schibsted: 3.*

I look forward to: Automating and innovating the customer experience even more.

Simple rules to giving feedback



Dana Lin is an Employee Engagement Manager at Schibsted Marketplaces, where she looks after the employee feedback cycle and helps the team to build its culture - and she’s really into feedback.

“I’d like to help people get into the habit of seeking and providing feedback on a continuous basis, and to feel comfortable doing so.”

She is starting off with a semiannual feedback cycle in Schibsted Marketplaces, to provide the leadership with insights to build a better workplace. But she believes that what really makes a difference is feedback on a daily basis.

“There are some simple rules to follow: ask if the person to whom you want to give feedback wants it, focus on the behavior instead of the person, and assume best intent.”

DANA LIN

Engagement Manager, Communications Marketplaces.

Years in Schibsted: 1/2 year.

I look forward to: Touring around Italy and France with my mother!



Hiring talent gets tougher

There’s a big change going on in recruitment. Now the candidates are in power. The best candidates are getting multiple interviews and finding work quickly - they are picking and choosing employer.

“This changes the whole recruitment process, and how we present ourselves. We need to meet new demands from the future workforce”, says Lena Berlin Stålhammar, Head of Talent Acquisition in Schibsted Media.

How a candidate is experiencing a meeting is crucial, not only when it comes to getting the job or not, but to the brand itself.

So Lena and her team are now implementing a tool that is measuring talents’ experience, giving them input on how to improve. And they are offering a training program to leaders on how to handle recruitments.

LENA BERLIN STÅLHAMMAR

Head of Talent Acquisition, Media Division.

Years in Schibsted: 6.

I look forward to: Being a part of future proofing recruitment in Schibsted by working more data driven.

WANTED: 1,000 BAGS FILLED WITH PLASTIC JUNK



ANN
AXELSSON

*Project Manager Strategic Communications
and Editor of Future Report.*

Years in Schibsted: 20.

*I look forward to: When we have learned
to handle all aspects of technology.*

More than 15 tons of plastic is dumped into our oceans every minute. Today there is a quarter of a kilo of plastic in the ocean for every five kilos of fish. This is why Finn.no started the campaign Havplast - ocean plastic - and by that, took another stand for the environment.

It all started with a stranded whale, outside Bergen in Norway in early 2017. When it was cut open researchers found that it was filled with plastic and the problem with ocean litter became obvious to the whole of Norway. The public learned that if we continue like this, there will be as much plastic as fish in the ocean in 33 years, according to researchers.

“We believe that brands can be activists and we want to engage our consumers in responsible consumption - and help life below water. Norway is one of the countries in the world with the longest coastline. The problem is real for most Norwegians and it’s crucial that we act”, explains Hanne Lill Johnsen, Marketing Manager.

1,200,000

tons. That’s how much plastic users on ten of Schibsted’s secondhand marketplaces saved in 2017. When buying and selling secondhand, you avoid production of new things, as well as minimizing the amount of material that ends up as waste.

In The Second Hand Effect project, Schibsted measures the environmental benefits of reuse.

When adding up all trade on the ten marketplaces, users potentially saved the equivalent of 21.5 million tons of greenhouse gases. That’s the same as 25 million passengers flying from Paris to New York and back - or the production of 169 billion plastic bags.

The idea that came up was also within their core; to create a classified category for ocean plastic on Finn.no. Then they posted an ad:

“We want to buy 1,000 bags with marine litter for 10 USD a bag”.

Everyone that answered the ad received a bag and was asked to fill it with marine litter and post a new ad on Finn.no, who would then buy it.

The 1,000 bags were gone in hours. So, Finn bought 5,000 more. They were gone in days. They then invited other brands into the project. One bank bought 2,500 bags. Ikea set up containers where people could deposit their bags. In the summer of 2017, thousands of Norwegians took to the beaches to help clean up the coastline.

100 SCHOOL CLASSES HELPED OUT

In 2018 Finn wanted to do something new.

“We teamed up with a kids environmental club, Miljøagentene, and reached out to 5th graders to help us collect plastic from the beaches”, says Hanne.

5,000 kids did an impressive job, collecting and learning about the plastic problem. More than 100 school classes contributed. They all got 20 bags each which Finn bought. All together plastic worth 30,000 USD was sold.

For Finn the ocean plastic project is much more than a single campaign. Being a marketplace for secondhand trade, the environment and the climate issue is directly connected to their business.

“Our core is about reuse - and that is part of the solution for our climate. And a part of a more circular economy.”



And just as people want to help collect ocean litter, more and more people also want to contribute to a more sustainable world. And this is what all the users at Finn.no and other marketplaces are doing when buying and selling used stuff.

SECONDHAND SALES SAVE ON PLASTIC

To make this more visible, Finn is also part of a Schibsted project called The Second Hand Effect, where they measure the environmental benefit from secondhand trade. The idea is to investigate how much material and emissions can be saved through secondhand trade, if each second-

hand product replaces the production of a new one. Then this is recalculated into greenhouse gases.

In 2017 ten of Schibsted's marketplaces, all over the world, participated in the project. When adding up the result, it turns out that the users on these sites saved 21.5 million tons of greenhouse gases. And to connect the dots - they also avoided 1.2 million tons of plastic to be produced - when instead buying and selling used things.

"The Second Hand Effect shows us that small actions can make a big difference for the planet", says Communication Officer Kristine Eia Kirkholm.

CHANGING THE VOICE OF SPORTS

In the fall of the year 2000 Aftonbladet revolutionized Swedish sports journalism, as the paper became the first in the country to publish a daily sports supplement. The recipe for success? How about pink paper, fake assignments, and social media?



MARCUS
LEIFBY

Title: Columnist at Sportbladet.

Years in Schibsted: 12 years.

I look forward to: After a long summer vacation with my wonderful kids, I just want to... WORK!

The year 2000. What do we remember about it?

Bill Clinton was the President of the United States of America, Playstation 2 was introduced and Britney Spears was on top of the singles list.

Some things feel like yesterday, others like an eternity ago. Today it is hard to imagine what the media landscape and media habits looked like just after the turn of the millennium. When internet was something fairly new, social media did not even exist and smartphones could only be seen in sci-fi films.

There was no place to watch television - except on the TV in the living room.

All Swedes interested in sports surely have some sweet memories of the Olympic games

in Sydney where Sweden won four gold medals; Swedish successes that were reported in the first sports daily, Sportbladet.

Already back in the 90s there had been plans for an extended sports coverage at Aftonbladet, but the sports editor at the time, Lasse Östling, can still remember the frustration he felt as he was walking to work to fill a few sports pages.

A HISTORIC SWEDISH VICTORY

“I remember with horror when I went to the editorial office one evening after Sweden had beaten England at Råsunda Football Stadium in an important qualification fixture. Fredrik Ljungberg had just had his breakthrough, this was a historic Swedish victory and I had only six pages in total to work with, and all the other



stuff was supposed to fit in there as well; horse trotting, ice hockey training matches and much more, whatever it was. I remember asking the editorial management how I was supposed to produce decent coverage of a victory that was the talk of the nation?

After some years, in the early 1990s, with poor attendance at sports events, Swedish audience numbers had begun to increase again. The appearance of commercial sports TV channels sparked a new interest. This was the time when the idea of starting a new daily Swedish sports paper was born.

“There was a happy, party-like mood on the Swedish stands” Östling says.

“The old men in the top management began to understand that we should have a product that was matching those interests and not just something that was dismissed to some silly pages far back in the evening paper.”

In 1996 Aftonbladet had overtaken its fiercest rival Expressen in circulation figures. At its widest the gap was almost 100,000 copies a day, but in the late 1990s Expressen had begun to close in and the editorial management felt that something had to be done.

The decision was to put increased effort into covering sports.

Fearing that the competitors might get wind of the new plan everything had to be done in secret.

Instead of a couple of sport pages a day there was now going to be at least 16 pages.

Aftonbladet started hiring new, young sports journalists but to avoid any unnecessary attention they were not assigned to the sports desk - Sportbladet did not yet exist - but to other desks at the paper. Some of the sports columnists-to-be were put to work for a month with the Sunday edition and not even those who worked at the sports desk at the time knew that they were going to move to Sportbladet.

THE PINK PAPER WAS A SIGNAL

Another move, which was made just a couple of months before the launch, was to start printing on pink paper resembling the respected Italian sports paper La Gazzetta dello Sport.

The pink color was a signal saying that the paper was going to take readers interested in sports seriously. Instead of a couple of sport pages a day there was now going to be at least 16 pages every day in a separate supplement.

On May 8, 2000 Sportbladet was launched but the reception was cool among people in the trade. Many asked themselves how Aftonbladet was going to fill 16 sports pages (later to become 32) every day of the year. But fairly soon it turned out that the large space opened up for another type of sports journalism and a different kind of journalist. Over night there was suddenly room enough to tell stories rather than just report results and events on the pitch. Now the coverage was about the football culture in Moscow or what football in Bucharest meant for the Roma population of Romania.

“Sportbladet proved some things that few



people had dared hope or think”, says the Sportbladet columnist Simon Bank, who has been with the paper since 1999.

“First, that Sweden was large enough to have a daily sports paper. Second, that Sweden on top of that had enough curiosity to appreciate journalism and reporting, that is not only about the closest, most audience-catching topics. And be read and admired for it”, Bank says.

Thanks to this, not only was a new audience coming to the sports pages, but also a new brand of journalists.

“Erik Niva and Johanna Frändén had perhaps been possible 30 years ago but they would not have been writing in the same style, about the same topics. Now they are among the best writers there are in Sweden, regardless of category”, Bank says.

18 years after the launch the pink sports pages are still there, just as the basic values of quality, curiosity and courage. But more and more energy is used for the digital traffic and there are plenty of challenges.

“It has been a fantastic journey and it’s still going on”, says the present editor of Sportbladet Pontus Carlgren.

“We develop and change all the time. Today we are not only producing a daily paper. We are working with social media, videos, podcasts and an IT development that can be absolutely decisive. The tone of presentation that was typical for Sportbladet still exists but can now also be heard clearly in all our social media. In our new organization we have three staff members working with social media. All three of them have a background as subeditors at the paper, and that is not a coincidence”, Pontus Carlgren says.

A PIONEERING SPIRIT

Several of the profiles at Sportbladet have been awarded prizes for their journalism and much of the playfulness and pioneering spirit that distinguished Sportbladet 18 years ago still lives on, both in the editorial room and in the marketing department.

In the spring of 2018 4,373 footballs were dumped all over Sergels Torg in the center of Stockholm as a reminder of the long, warm - and pink - World Cup summer that lay ahead.



SPORTBLADET IN FIGURES

18 The age of Sportbladet – it was “born” on May 8, 2000.

60 The average number of articles published on sportbladet.se every day.

447,804 The number of followers on Facebook, Instagram, and Twitter – at the time of writing.

10 The number of staff from Sportbladet on site at the 2018 Football World Championships in Russia.

72 The Golden Ball has been awarded by Aftonbladet – and later Sportbladet – since 1946. It goes to Sweden’s best soccer player. Zlatan Ibrahimovic has received the award 11 times.

MOVE OVER, MILLENNIALS – GEN Z IS HERE



NICKI
DEXTER

*Title: SVP People & Communications,
Schibsted Marketplaces.*

Years in Schibsted: 1.5.

*I look forward to: The future of work, where
people can work more flexibly, doing more of
what they love and fulfilling their potential!*

In 2015, millennials overtook both baby boomers and Generation X, becoming the largest share of the US workforce. But who is the new generation after the millennials and what can we expect from it?

Generation Z is typically defined as those born between 1995 and 2009, and we are already discovering that as businesses we may need to alter our approach to recruit, lead and market to this new generation.

Generation Zers outnumber their millennial predecessors and they will likely not have just one career, but instead alternate between different careers, transiently. Money is often not the main object but instead the human and social connection, where they get to work with an empire of young people doing cool stuff.

For Generation Z, it's Snapchat, Instagram and Whisper rather than Facebook, Twitter and selfies that characterized millennials.

"We absorb information instantaneously and lose interest just as fast", reports a soon to be graduate.

She is very concerned about her brand and

more importantly her privacy having seen her older sibling be overly generous in how much he "posts on Facebook". This is why she prefers Snapchat where images disappear as fast as they arrive.

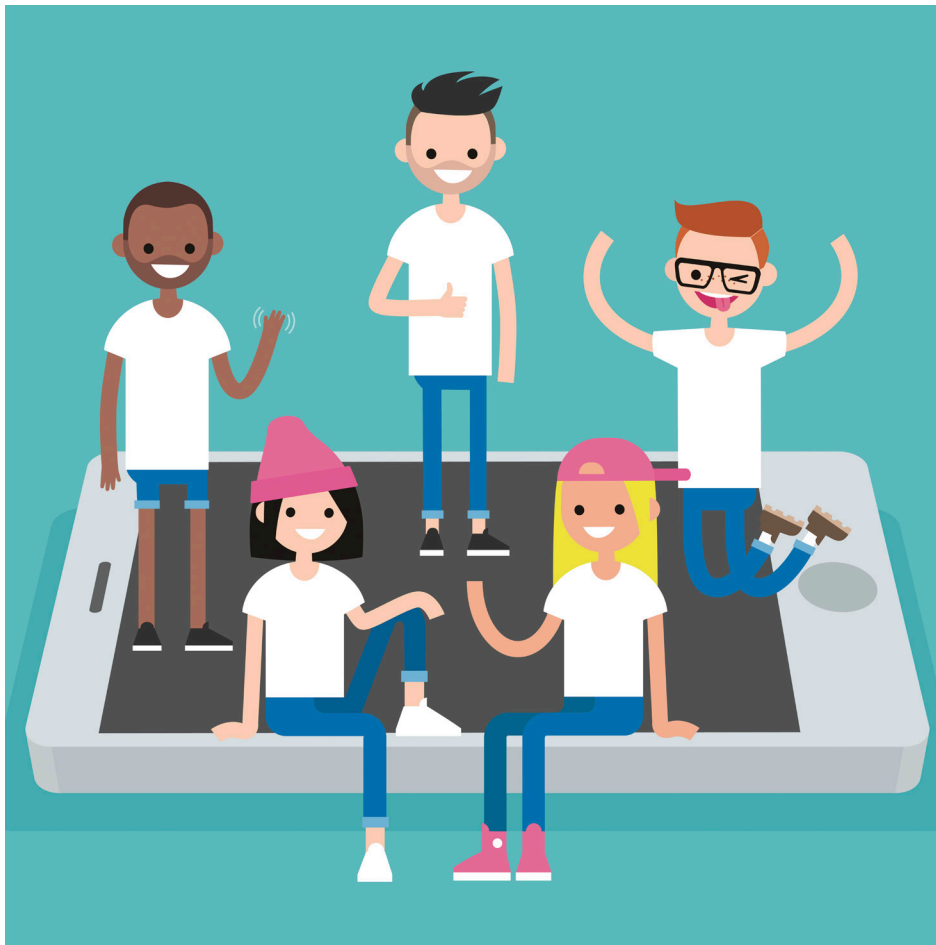
CHILDREN OF A POST 9/11 WORLD

So, what are the major differences between the millennials and Generation Z?

Generation Z's outlook is shaped differently, they have grown up in a post 9/11 world and in an era of economic volatility. Single sex marriage is now legal. The UK is on its second female prime minister and the US has had its first African American president and all of this is taken for granted. Without overgeneralizing they seem to be more conscientious, hardworking and mindful of the future world. They were raised by Generation Xers, who also experienced times of equal volatility and who value safety more highly. A Sparks and Honey trend report asserts that, as a cohort, this new generation appears more "mature and in control".

What do businesses need to be aware of in their approach to recruiting Generation Zers that may be subtly different compared to previous years? "Subtle" is the key word here, as many of the elements below are not necessarily at odds with what we know of our millennials.

- Even more technology driven. Our Generation Zers have different expectations of a workplace, fully enabled by technology.
- Even more global. All businesses have the capacity to be global with virtual teams



Less self centered and entitled, and instead collaborative, accountable and eager to learn.

that create new levels of workforce flexibility. Despite Brexit and the US presidential election having us believe in the rise of nationalism, our Generation Zers will value diversity and inclusion as vital elements for growing businesses and societies.

- **Entrepreneurial.** This generation is “multi-potential” and therefore contributing to our growing gig economy - which may pose problems for corporate culture creation as we look to distinguish our businesses from others in the growing war for talent.

- **Prudence and pragmatism.** Growing up in global recessions with increased student debt, this generation is aware of the need to develop relevant skills that businesses will value in the workplace and in return they expect structure, professional development, mentorship and career advancement - and fast!

- **Communication.** Over 50 percent of our Generation Zers value face to face communication over other forms. This is in sharp contrast to the millennials so perhaps as employers we will see an increased capability in this area.

- **Disruption.** In a world where hackers are respected, they see the word “disruptive” as a more positive characteristic that should be encouraged.

- **Less focused and split-tasking.** Shorter attention spans will likely disrupt current workflows. How work is allocated and completed in a multi device environment will need to be considered by businesses when designing future roles and defining business processes.

I am constantly impressed at how graduates seek to make a difference and assume ownership of ambitious projects. They are less self centered and entitled, and instead collaborative, accountable and eager to learn and contribute to the business agenda. Although some future aspects may be sharper in relation to Generation Z, there are many traits that they share with their predecessors. They both assimilate information and networks much quicker than previous generations, they care deeply about ethical leadership in relation to the environment and society.



Meeting rooms of the future

“Why is it not working?” seems to be one of the most asked questions in every meeting room. Many companies claim that they will deliver a “one-click” solution, but some are thinking even further. Earlier this year, Microsoft showed off a 360 degree camera and microphone, specifically designed for meetings. The camera can detect anyone in the room and throughout the meeting, and the microphone transcribes everything they say, regardless of language. Microsoft has also added AI that listens in on the meeting and reacts to certain words and phrases, sending out notifications to participants who, for example, promised to book a meeting. Amazon’s Alexa has a similar setup, and can also check that all the tech is working beforehand.

ELLEN MONTÉN

The legalities of the gig economy

With companies like Uber, TaskRabbit and Postmates, the gig economy got a new face. Workers are encouraged to join the services and work whenever they want, wherever they want, which might sound good to many. However, in reality, the “no full-time contracts” business model has been criticized for hurting workers’ rights. When Uber pays way less for their drivers, it makes it impossible for competitors to keep up without lowering their own drivers’ salaries or adopting the same business models.

Supporters call it a revolution and point out how cheap a taxi ride has become with Uber, but the opposing side has already managed to have Uber’s original business model banned in a long line of cities, including London.

How to make your hires smarter

Removing names and pictures from CVs was just the first step. In an effort to remove biases in hiring, big tech companies have found new ways to filter out talent. The startup GapJumpers, which collaborates with Google, has created a software program that facilitates blind auditions solely focused on an applicant’s skills (like on The Voice). The company has found that this increases the number of female applicants and employees, which is something Google has had a big problem with before.

Another startup in this field is Textio, which helps companies write job descriptions with less gender-associated words. There are also job sites that think outside the box, like recruitment marketplace Search Party, which only shows employers anonymous profiles with just enough information to make an informed hiring decision.

Promoting diversity from the inside

In 2017 the #metoo campaign propelled gender equality and diversity conversations to the forefront of organizational debates worldwide. Since then the various benefits of creating a diverse and inclusive workspace have been widely discussed.

Schibsted, with its international Marketplace portfolio, has always had a naturally diverse culture. But as a company, we want to do even more. That is why diversity and inclusion became a topic of high priority in 2018. From the beginning it was clear that creating a cultural shift wouldn't be easy, and that in order to achieve it we would need to invite advocates and influencers across the globe.

In October 2018 Change-Makers was born. 16 individuals across eleven countries came together to share, shape and build a movement of change.

Change-Makers is not a traditional diversity and inclusion program. It's a community that believes in creating change from the inside in order to transform our workplaces into spaces where differences are embraced, and everyone feels empowered to realize their full potential.

The vision for driving change is twofold. On the one hand, we aim to encourage our community to empower each other. We do this through different tactics such as soft skills development, workshops on diversity, career planning, etc. At its core, Change-Makers is about identifying and solving root cause problems.



On the other hand it's about organizational change. We believe that this new community will be a key pillar in creating workplaces that are bold enough to tackle real problems such as maternity and paternity leave policies, attracting (and retaining) more women in tech and embracing the benefits of having diverse teams.

No one ever said change was simple, but having an organization that supports its individuals and communities is the first step towards creating a future we can all be proud of.

ELIANNE MUREDDU
CAROLIN VON DER MOSEL

DISRUPTING THE INFORMATION ECOSYSTEM



**KARIN
PETTERSSON**

Title: Director of Public Policy.

Years in Schibsted: 9.

I look forward to: Helping to strengthen Schibsted's voice in the discussion on data monopolies and the future of news.

We're living in a new reality, where economic inequalities, climate change, migration flows and technological disruptions are shaping the world. It's also a time of strong men and of the rise of authoritarianism. We tend to talk and worry a lot about Donald Trump, but it's not only him. There's Erdogan in Turkey, Orban in Hungary, Duterte in the Philippines, and Putin in Russia. And many others.

And there's a fundamental question I've been asking myself the last years: Where does all this rage come from?

In my former job as Political Editor-in-Chief at Aftonbladet I could feel the rising anger in a very concrete way, in my inbox and my social media feeds. Year by year, the level of hate and threats and aggression grew. I am an economist by education, and my instinct is to look for answers in the economy; disrupted labor markets, globalization, people being left behind.

All of these factors are important.

"I used to be a fan of Mark Zuckerberg. Or at least of the tools he built. But something has gone wrong."

But as I traveled a lot in Eastern Europe last year, in Hungary, Poland, the Czech Republic, the story still just didn't add up.

These are countries with high growth and low unemployment. Despite that, the rage, the explosive media and political climate was the same as in the US, the Philippines, Turkey and yes, in Sweden.

SOMETHING HAS GONE WRONG

The level and intensity of rage just does not seem proportionate to the underlying, observable changes in economy and culture, as historian Anne Applebaum put it when I interviewed her in Poland last fall.

The X factor seems to be how today's internet and social media are shaping our public discourse.

I used to be a fan of Mark Zuckerberg. Or at least of the tools he built. But something has gone wrong.

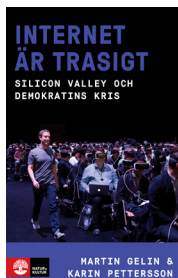
The problem at the core of this is that the content that's most misleading or conspiratorial is what's generating the most engagement, and that's what the algorithm is designed to respond to. The stronger you react to the content you see on Facebook or YouTube, the more likely you are to remain on the platform. And the longer you stay, the more money they make from your data. In this way, the tech giants' business models create the economic incentives now driving outrage, disinformation and polarization

TECH GIANTS DISTORT COMPETITION

In today's world, the logic of the attention economy overlaps with political forces with



In their book "Internet är trasigt" (The Internet is Broken), Karin Pettersson and colleague Martin Gelin dig into our new reality. Read the chapter about bots and propaganda on the following pages.



the stated aim of undermining liberal democracy. This is disrupting the ecosystem for information and challenging the ethos of journalism.

But there is more to this story. The tech giants are also disrupting our economic structures. We see them growing data monopolies, using that advantage to distort competition. Google is pushing its own products with the power of its massive search engine. And Facebook is rolling out its own marketplace that the users cannot avoid.

Their dominance is hurting jobs, innovation and our basic ideas of fairness and competition.

Change and pressure need to rise on many levels. From consumers, citizens and politicians. We need to understand how economics plays into this, the logic of the attention economy and the business models. Because at this point the sheer size and power of these companies are a threat to how we organize our societies. The good news is that the time is right and we see reactions.

Like from Margrete Vestager, the Danish EU competition commissioner. Or, as the Financial Times calls her, the "slayer of big tech". Vestager has ruled that Apple needs to pay more taxes and has twice heavily fined Google for illegal behavior. GDPR and privacy is part of the backlash, as is the copyright vote in the EU. The world is slowly waking up and starting to realize what values are at stake.

SCHIBSTED HAS A ROLE TO PLAY

In the end this is about standing up for what we believe is important, and the truth is that companies like Schibsted can play a role in all of this. Schibsted has been careful in the past not to go all in on the platforms. We have kept the relationship with our readers and users in our own hands, to a large degree. We are small compared to the giants, but we are not owned by them - and we have a history with legacy.

We are in the middle of this perfect storm in these pretty dramatic times and it's a challenge, but honestly it's also exciting and interesting.

AT WAR IN SOCIAL MEDIA

Social media has become the arena for an information war, where private companies offer fake net identities to use for influencing. This is how the world of bots and propaganda works, writes Karin Pettersson and Martin Gelin in their book “Internet är trasigt” (The Internet is Broken).



**KARIN
PETTERSSON**

Title: Director of Public Policy.

Years in Schibsted: 9.

I look forward to: Helping to strengthen Schibsted’s voice in the discussion on data monopolies and the future of news.



**MARTIN
GELIN**

Connection to Schibsted: Former freelance contributor, New York Correspondent for Dagens Nyheter.

I look forward to: A global conversation on how to fix the internet.



Alabama is in the Deep South of the United States, where racism is at its liveliest.

It was here that Donald Trump held an open meeting in the fall of 2017 and chose to vent his spite on the black American football players who, instead of honoring the flag during the national anthem, knelt in protest against racism.

“Wouldn’t you love to see one of these NFL owners, when somebody disrespects our flag, to say, ‘Get that son of a bitch off the field right now’”.



Around the world, countries are building social media armies.

Trump's words were clearly intended for his core voters in Alabama. His comments exploded in social media and later also in the traditional media. The topic was ideal for Trump, who feeds on war on cultures, polarization and wrath.

But it was also perfect for the Russian president Vladimir Putin.

That could be noticed in real time on the surveillance site Hamilton 68, which is tracking more than 600 Russian propaganda accounts. The Russian propaganda apparatus loved the story and did everything it could to enhance it. The accounts were tweeting like mad, making up new hashtags and spreading every possible bit of the story.

They most likely contributed to the topic attracting so much attention and growing so big in the public domain for such a long time.

The Kremlin is very astute at propaganda, as it were. And the structures that Adrian Chen and Jesikka Aro identified in 2014 have only grown more powerful and efficient since then.

Around the world, countries are building social media armies in order to protect their own

populations from foreign influence or efforts to influence them in a certain direction - alternatively, as in the case of Russia, to control the debate at home and abroad.

There is an example of cyber defense in Estonia where they, after having been subjected to heavy IT attacks in the spring of 2007, formed something that resembles a digital home guard: "Estonian Cyber Defense League". Ordinary people who, in collaboration with the armed forces, counteract Russian propaganda.

In a report about Russian influencing operations in the Baltic states, Stratcom (Nato's strategic communications center) showed that 85 percent of all tweets in Russian about Nato came from bots.

One of the reports produced by Oxford Internet describes the possibly hardest thing to get at, but is becoming more frequent. It has to do with private companies producing fake net identities which then can be used to influence what impact a company or political idea has on the net. An example from Poland reveals how a marketing and communication firm over several years created 40,000 false identities, all of them with real names, IP addresses and personalities. Each one of these "persons" then has several accounts in different social media, offering the possibility of making a heavy impact for someone who can afford it.

15 FAKE ACCOUNTS AT A TIME

The theory behind this business is called "false amplification", to give material and opinion a distribution that they would otherwise not have. The way it works is that real persons manage false accounts, as many as 15 accounts at a time. The trick is to be very careful to use real photos and make the accounts look "real" so that they are not detected by the filters at the social media companies that try to weed



out fake identities. Then these fake accounts are used to write in comments boxes, Facebook groups or on Twitter. They use VPNs or false IP addresses and because they are so cleverly masked they become practically impossible to detect, both for the social media companies and for the world around us. This in turn creates safety and distance for the buyer of the service. The strategy applied by the companies is not to inundate social media with their message and get hashtags trending, but much subtler. It is about influencing opinion leaders, including journalists, politicians and activists. This is done by infiltrating important Facebook groups, writing comments and interacting directly with people who are important to reach. The aim is to influence these people, making them believe that the false identities truly believe in what they argue for.

Still many people, including journalists, believe that what you see on social media expresses the will of the people or mirrors the population, but without carrying out qualitative research it is very hard to draw any conclusions as to what it means when certain topics are trending or not on social media.

In the fall of 2017 Facebook, Twitter and Google were summoned to the US Congress to testify on how their platforms had been used by Russia in order to influence the election.

The testimony from Facebook showed, among other things, Russian advertisements. In Pennsylvania, one of the states where the result of the election was unclear, the Facebook account “Being Patriotic” posted ads for a demonstration that was going to gather “miners for Trump”. The ad was aimed at male voters. “Donald Trump has said that he is going to give miners their jobs back” was the message.



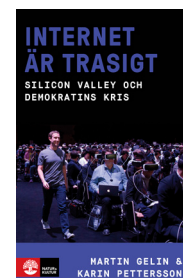
He had not said that, but that didn't bother Moscow. Actually, it emerged, after an internal investigation at Facebook, that the ads were a part of a propaganda push controlled and paid for by Russia. Trump won Pennsylvania with a margin of less than 45,000 votes.

A FRIGHTENING NAIVETY

The weaknesses of the internet have been used by countries for several years. In many places, however, there is a frightening naivety in this field. This also goes for journalists who still are too uncritical when referring to the content of social media - regardless of the fact that the far right has organized Twitter storms for years, with the aim of influencing the media and the public opinion.

Simply put, social media is not a place where the interests and views of people are reflected in a neutral manner. It is an arena for organizing, chatter, entertainment and information war. It is also a world where those with the loudest, most polarizing and most controversial opinions make the heaviest impact.

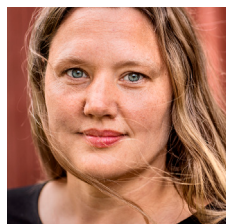
In many (Swedish) newsrooms the awareness of influencing campaigns and the need for fact-checking and verification has increased. But in other places there is still a great naivety concerning the propaganda war of the new age, and what role the media outlets themselves risk playing if they don't understand the new rules of the game.



This is an extract from the chapter “Bots and propaganda” from the book “Internet är trasigt”.

DON'T WORRY - IT'S GETTING BETTER

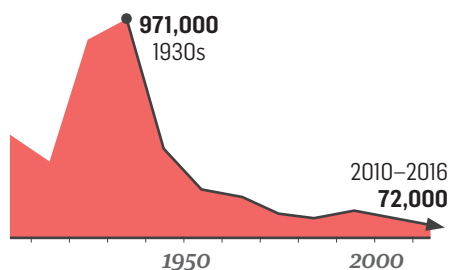
Looking at pure facts, the truth is that the world is getting better in many ways. But this is news that seems hard to establish. Anna Rosling Rönnlund and her partners in Gapminder are devoted to spreading a more complete picture of the state of things.



Anna Rosling Rönnlund is a founding member of Gapminder.

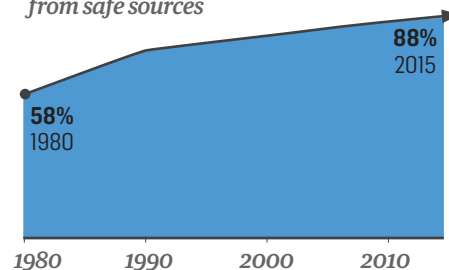
DEATH FROM DISASTERS

10-year average per year



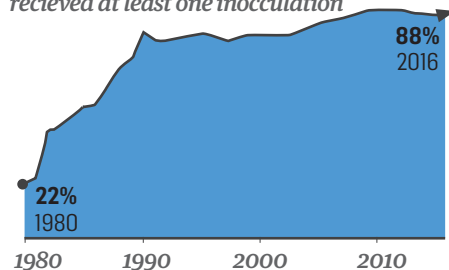
WATER

Share of people with water from safe sources



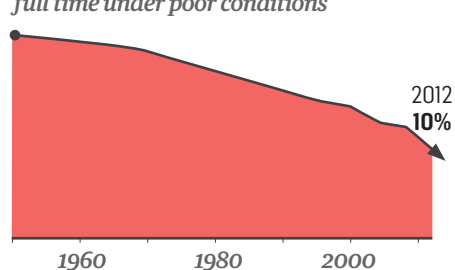
VACCINATION

Share of all one-year-olds that have received at least one inoculation



CHILD LABOR

Share of all children aged 5 to 14 working full time under poor conditions



CHILD CANCER SURVIVAL

Share of cancer victims under 20 years of age who survive for five years or longer.

50%
1975

80%
2010

The graphs are based on free material from Gapminder.org.

It's not that we are driven by being optimists. We're presenting facts that scientists agree on. And we're frustrated that people believe that things are worse than they are",

Anna Rosling explains.

Gapminder is a foundation, known to many through Hans Rosling, Anna's father-in-law, who passed away 2017. Hans traveled the world to present unique visualizations of facts on global economy, health and demographics. He had many fans, including some of the world's most famous people - like Al Gore, Larry Page, Bill Gates and Barack Obama. Anna and her husband Ola Rosling founded Gapminder together with Hans and are now continuing the mission: to work towards a fact-based worldview that everyone can understand.

How many of you would have guessed that 90 percent of all girls in the world are going to school or that the share of people living in extreme poverty has halved over the last 20 years? Not many, probably. Gapminder has tested a lot of people, and a great majority have misconceptions of the world. That also goes for professors and experts. Anna believes that fragmentation is one reason.

"Some blame media, but their job is to report on things that are not normal. We think that schools are the ones that need to fill in the gaps."

At one point Gapminder was invited to Google to work on making the data accessible.

"But we realized that it was still hard for people to find it and to put it into a context. That's when we knew we needed to work with schools", Anna says.

So Gapminder has hired two teachers to better understand teaching needs. And their new book *Factfulness* was written with a highschool teacher in mind. They have also made tutorial material for the book.

"In the long run we need to find better ways of teaching social science in school."

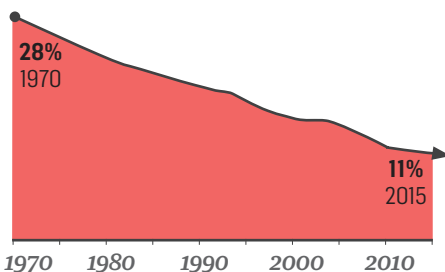
In the end Anna is in fact an optimist - at least when it comes to data and information.

"We have access to more data than ever. We just don't know how to process it yet."

ANN AXELSSON

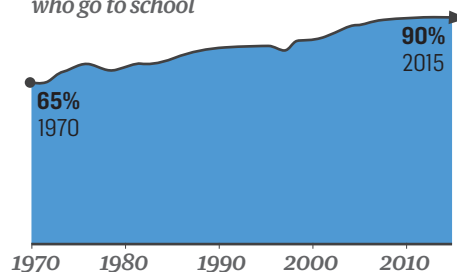
STARVATION

Share of people who are malnourished



GIRLS IN SCHOOL

Share of all girls of elementary school age who go to school



INDEX

- 62. World wide Amazon
- 67. Trends in brief
- 68. The future of retail
- 70. Meet our people
- 72. The lonely team
- 78. Marketplaces are here to serve you
- 80. Brands are built to influence
- 83. Facts & Figures
- 84. How to get paid
- 87. Subscriptions will safeguard the free press
- 88. A Schibsted Story: Poio makes learning into a game

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WORLD WIDE AMAZON

By constantly playing the long game, Amazon stands to disrupt any business it enters. The question is what costs and consequences will come with it?



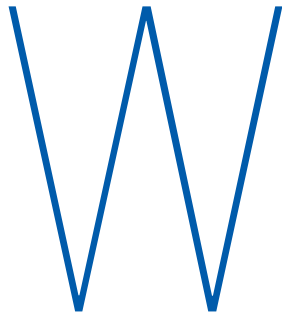
IAN
VÄNNMAN

Title: Chief Strategy Officer, Schibsted Media.

Years in Schibsted: 19.

I look forward to: Winter.





When asked what Amazon is, most people will likely answer that Amazon.com is an e-commerce destination. Some may point out that they also offer cloud services for developers. Others may note that they build consumer hardware such as Kindles and Echos. Fewer may say that Amazon is also a distribu-

tion player that builds advanced robotics systems for its own fulfillment centers and buys airplanes for fast overnight deliveries. With the purchase of Whole Foods, Amazon now owns a supermarket chain and is also an advertising player. In fact, it's more or less impossible to describe it in a simple way, but one thing is for certain; Amazon is set to scale across the planet like no other company before - all in the name of the happy customer.

At its core Amazon is a company that leverages economies of scale and it does it perhaps better than ever done before. Economies of scale are achieved when an investment in operations can be leveraged to decrease the cost per unit of output with increasing scale. A classic example is the print-

ed newspaper. Somewhat simplified - the cost of the very first newspaper printed in a printing plant is equal to the cost of the plant, while the cost of the billionth newspaper printed is equal to one billionth of the cost of the plant.

THE BOOKSTORE SCALED UP

With the introduction of software, economies of scale became almost limitless; Microsoft developed Windows and then licensed it to computer manufacturers, Google indexed web sites that were built by the rest of the world to be searched and Facebook built the social infrastructure and let the users create the content to be consumed. What is unique about Amazon is that it excels at scaling in both the physical and the digital world.

The origin story of Amazon is well known. It started as an online bookstore. The founder Jeff Bezos' analysis was clear - retail will shift online, physical bookstores can only offer a limited selection of all books ever published, books are easy to ship and sourcing of single copies of books for delivery is simple. Building the online bookstore represented a significant initial investment, but thanks to economies of scale the cost per book shipped would decrease with every new book shipped.

FIVE PERCENT OF ALL US RETAIL

Once at scale it was not a big investment to begin selling other categories of goods. As the store grew Amazon invested in fulfillment centers, large warehouses to store and package goods to be distributed. Goods need to be sent to and from these centers and Amazon is investing in its own distribution network of trucks and airplanes to reduce the costs of transportation. The fulfillment centers and the distribution network represent large investments, but by making it all available to third party retailers through Amazon's online store they achieve scale faster.

Amazon has so far made most of its investments in their home market and now about 50 percent of all e-commerce in the US is happening through Amazon. Still, this only



represents five percent of all US retail sales so there is still room for a great deal of growth as more and more retail shifts online. At the same time, Amazon is making significant investments in building fulfillment centers around the world. In fact, more than half of its current 750 distribution facilities are outside of the US, including 194 in Europe.

The online store operates on servers that run software. Both the store and the servers represent significant investments, but by making software available for others to use they again achieve scale benefits. This particular business is called Amazon Web Services (AWS) and has become highly profitable, representing about half of Amazon's recent profit, with a margin above 25 percent. This is truly an indication of the potential of all of Amazon's long term investments.

In fact, having a long term outlook is a unique characteristic of Amazon. This, and relentless focus on the customer has allowed Amazon to grow its sales exponentially while reinvesting almost all of its net profits into scaling its businesses.

Even with almost no profit, the market has rewarded Amazon with a valuation of almost one trillion US dollars. This is because the market understands what Amazon is doing. Continued investments into scalable operations create a moat that potentially no other single company will be able to match. Alibaba and Flipkart with their respective dominance in China and India are in a position to achieve something similar, but otherwise only massive consolidation of retailers, e-commerce and distribution players can offer serious competition against Amazon.

Continued
investments
create a
moat that
potentially no
other single
company is
able to match.

All of the investments aim to build horizontal businesses that benefit from network effects; in e-commerce, more buyers lead to more suppliers lead to more buyers. In cloud services, more tenants lead to great economies of scale, in terms of servers as well as software development.

At the same time, Amazon is investing in vertical integrations. During the past two years the company has introduced more than 80 private labels to sell their own versions of products including clothing, shoes, jewelry, garden/outdoor, grocery, health/household and home/kitchen. And with Amazon Prime, a subscription bundle, built around the promise of always free two day delivery of most goods, customers loyalty is secured. The bundle now includes Prime video as well as an assortment of other digital services and its own brand for everyday commodity essentials, AmazonBasics, is only available to Prime members. At the beginning of 2018, Amazon had more than 100 million households globally signed up to the 119 USD per year service.

ALEXA DIRECTS CONSUMERS

When a household signs up for Amazon Prime they generally make all future online purchases through Amazon. Once within the ecosystem, they are more likely to purchase an Echo compatible device (about 50 million shipped so far) that allows them to make purchases by directly talking

to Amazon's Alexa who will generally recommend Amazon's own products or those labeled as Amazon's Choice. Amazon is clearly moving the customer towards reducing the number of choices they make, especially choices that lead them away from the company.

They now also sell door locks that can be remotely opened by their couriers letting them make deliveries directly inside the household. The next logical step in home automation is restocking of the refrigerator. Once deployed households can have their refrigerators replenished automatically by couriers that enter and exit the home while the members are at work and school. A kitchen full of goods without a single decision being made.

If more and more purchasing decisions are made by Alexa instead of the customer the advertising business will change fundamentally. And if the majority of the purchasing decisions are made on Amazon and you get 100 percent confirmation on how well your advertising performs as the purchases are also made on Amazon, why advertise anywhere else? Amazon's advertising business is booming, in Q2 2018 it generated \$2.19 billion, up 132 percent year over year.

Taking the long term perspective on this tremendous growth founded on the ambition of being the world's most customer centric company, one can wonder where it all ends?



A question that gets even more important when considering that Amazon, together with Facebook and Google, excels at not paying taxes. No doubt the company builds its value on top of the collective global infrastructure which to a vast extent is financed and made possible by governments across the planet, yet avoids sharing in any of the costs. Marketing guru and tough critic of the same companies Scott Galloway wrote in late 2017:

“The most disturbing stat in business? Since 2008 Walmart has paid \$64B in corporate income tax, while Amazon has paid \$1.4B. This is despite the fact that, in the last 24 months, Amazon has added the value of Walmart to its market cap. The most uncomfortable question in business, in my view, is how do we pay our soldiers, firefighters, and teachers if a firm can ascend to \$460B in value (#5 in the world) without paying any meaningful corporate taxes.”

AN EXPONENTIAL SCALE

By consistently playing the long game, Amazon stands to disrupt any industry it enters while making more and more businesses dependent on its own infrastructure. Currently, less than 1 percent of global retail is happening through Amazon, so the growth potential is almost limitless.

But what happens when that one percent becomes ten and beyond as the juggernaut continues to scale exponentially?

A great deal of responsibility now lies on the shoulders of regulators in the EU and the US who quickly need to understand if and how to regulate a company whose genuine primary objective is to meet the demands of the customer - at any cost. This will challenge the current interpretations of anticompetitive laws. Some legal scholars, such as Lina Khan, suggest that the US needs to again strengthen its once robust monopoly laws in order to break up Amazon. The one trillion dollar question that now needs to be answered is: what costs and consequences are we as societies willing to accept as Amazon disrupts its way across our planet all in the name of the happy customer?



Visual search can boost your sales

With new tech like augmented reality, virtual reality and voice, the big question is always; how do we monetize this? For visual search, it's another story. Before the tech even became a big phenomenon, e-commerce companies were already finding multiple ways to boost sales with it.

Earlier this year, Amazon and Snapchat announced a partnership where users could take a photo of an item they liked in Snapchat and find it on Amazon right away. Ebay has similar tech and of course, Google is adding it as well. The latter has been using visual search for years to help people find similar looking pictures.

In the coming years, the focus will be on increasing the tech's accuracy and finding even more ways to guide users to purchases.

"Retail has always been a theater"

The experience economy is growing. The term refers to businesses incorporating experiential components into their offerings. One example is the Museum of Ice Cream in San Francisco. At the fake museum/pop-up store, visitors can pose in Instagram-friendly ice cream-themed installations after paying up to 38 USD per ticket. Critics call it a brain-dead funhouse, but the concept store is doing well. Over 1 million people have visited it so far.

The Museum of Ice Cream has built a strong brand and is capitalizing on it through a nationwide merchandise partnership with Target. "Retail has always been a form of theater, of staging and storytelling, with products as cast members", Target's chief creative officer tells Bloomberg.

The (not so) sharing economy

Last year, the sharing economy was praised as the solution to all our sustainability anxiety. Well, that might not be true. Even though the ideas and visions are nice, the sharing economy is up against some pretty big road-blocks.

First off, investors are more eager than consumers. Rewiring people to prefer sharing over owning will take some time.

Secondly, the people who actually use the sharing services are not handling it that well. Consumers don't return what they borrowed, treat it poorly, and ignore direction for usage. In San Francisco, electronic scooters you rent with an app became an over-night success. However, people immediately started putting them anywhere when they were done, creating a mayhem for other commuters, and soon they were banned.

THE FUTURE OF RETAIL

This year Future Report and Inizio investigate digital shopping habits among millennials in Sweden, France and Spain. Turns out webrooming has been a bit overestimated.



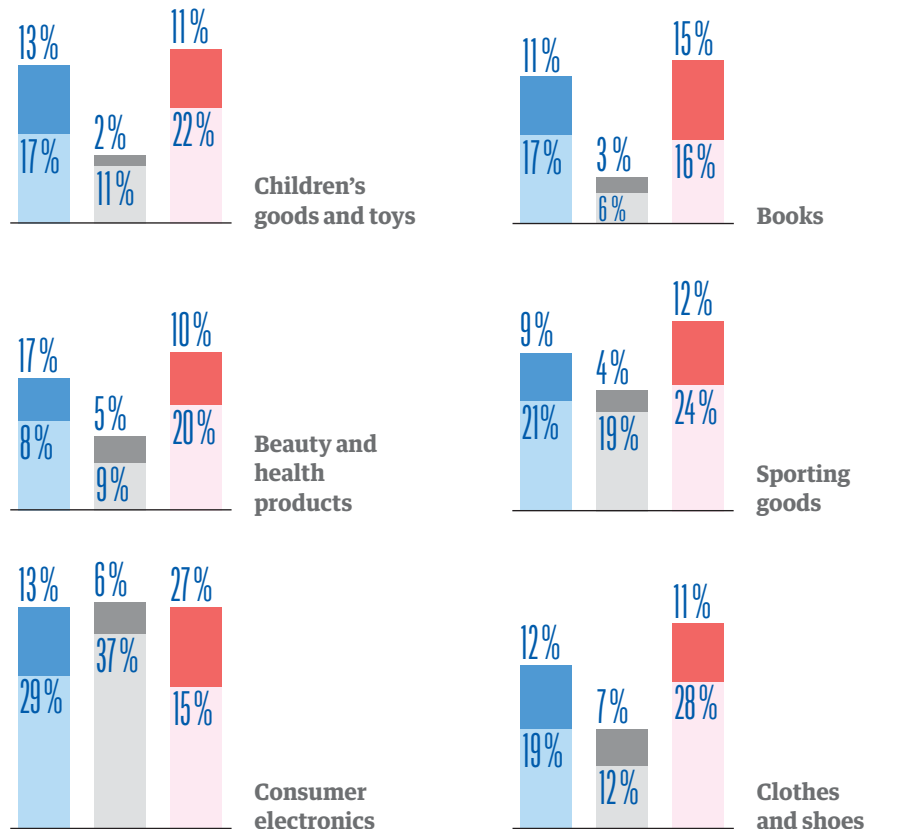
KARIN NELSSON

Head of Analysis, Inizio.
 Years in Schibsted: 4.5 years as a consultant.
 I look forward to: A new season in my greenhouse.

SHOWROOMING VS WEBROOMING

Showrooming means a customer checks out goods in real world stores, and then looks for the best price and buys online. Webrooming is the opposite: finding something online and then making the purchase in a store.

France Sweden Spain
 ● ● ● Showrooming
 ● ● ● Webrooming



INFORMATION GATHERING

When you are looking for information about goods and services, what type of device do you like to use?

MEN
(of all ages)

34%

Use smartphones.

WOMEN

(of all ages)

50%

Use smartphones.

52%

Use desktops.

35%

Use desktops.

MILLENNIALS

(of all genders)

55%
30%

Use smartphones.

30%
30%

Use desktops.

Traditional retail is going through rapid change. Online, offline, logistics and data are about to be integrated, fueled by tech like location data and augmented reality (AR). Jack Ma, former CEO of Alibaba, coined the term “New Retail” to describe this future of commerce. In this year’s edition of Future Report we explore the field in a survey among millennials in Sweden, Spain and France. We find that the mobile phone is the obvious way of shopping. About half prefer the mobile when they search for information about a service or a product.

Voice is a technology well-placed to develop. A quarter of millennials in Spain use it but only a few in Sweden. Sweden is lagging behind when it comes to launching devices, probably because the language is small. Many say they plan to buy a device, so the user base will grow. There is a considerable user base on mobiles too, another path to unlock voice commerce.

Overall, how fast this field will develop should depend on how companies like Amazon and Alibaba, having their Echo and Genie hardware to draw upon, will choose to focus their business.

Social commerce describes different online collaborative shopping tools in social media such as user ratings, recommendations or sponsored content by friends or influencers. The potential has been widely discussed and it is most widely spread in Spain, where 71 percent have bought something based on this, compared to 58 percent in France and 47 percent in Sweden.

Webrooming and showrooming have been debated a lot. Showrooming can be defined as a shopper visiting a store to check out a product but then purchasing the product online. Webrooming is when a shopper researches products online but buys it in a store. Our survey shows that webrooming seems to be a stronger trend, even though a lot of shopping is happening exclusively online among millennials. We are still surprised to see that shopping in stores is still going strong, not only for consumable products. Not every retail category is as likely to see a jump in changing behavior.

MEET OUR PEOPLE

“Strategy and development are my work passions”

A dying industry or a future potential. Cathrine Laksfoss has turned Schibsted Distribution around. The network which for many years only delivered newspapers has proven to be a business with future potential.

“I am very proud that our team has turned a traditional cost center into a profitable company in only three years”, says Cathrine.

In times when print revenue is decreasing, Cathrine’s job is to keep print distribution costs low and develop initiatives and startups that utilize the network to generate new businesses. The options were there from start - Schibsted Distribution, in cooperation with Amedia and Polaris, reaches 90 percent of Norwegian households and 8,000 retailers every day.

“Exciting things are happening in distribution and Schibsted has unique opportunities in building a position in the intersection between distribution and marketplaces”.

The new business has two core parts. There’s online shopping with e-commerce parcels, business-to-business deliveries in the morning and a service where consumers can send parcels to one another. Then there is “morgenlevering” (morning delivery) - from which you can order breakfast to your door. And Cathrine knows the business well. Being a logistic executive with 20 years of management experience as CEO, CFO and business developer, she has spent the last five years in Schibsted.

“Strategy and business development are my work passions.”



Titel: CEO Schibsted Distribution.

Years in Schibsted: 5.

I look forward to: The skiing season and launching our next concept.

CATHRINE
LAKSFOSS



“Schibsted's strength is its spirit”

Lendo has become a true success story for Schibsted. The online service helps people compare interest rates on personal loans through a smooth and secure process.

Michel Dahlberg Traore is now working on launching the business in new markets, currently focusing on Denmark.

“This means that I’m taking care of everything, more or less. I need to understand the Danish financial system, find and sign business partners, lead product development, set up marketing plans - you name it...”

Michel started on the Schibsted trainee program, where he got to work with product development at Leboncoin in Paris and on strategy in Oslo. In Stockholm he joined Aftonbladet and Schibsted Growth.

“Schibsted’s strength is the entrepreneurial spirit, where companies like Lendo are run like startups. Even though we are rather large, we’re still hungry.”

MICHEL DAHLBERG TRAORE

*Title: Expansion Manager, Lendo.
Years in Schibsted: 3.5.
I look forward to: Painting Europe green (with Lendo’s logo)!*

Took the lead in three years



In Tunisia the marketplace Tayara has two new verticals on the way and is planning to integrate payment and delivery into the platform. So CEO Yassir El Ismaili El Drissi is a bit busy.

Tayara was launched in 2013 and in less than three years it became the destination of choice for cars and real estate. Yassir joined the company in 2016 and soon decided to move the site onto the new Schibsted Rocket platform. This was a starting point for developing the business even more.

“Now we have a plan to become the match maker for Tunisian people by 2020”, says Yassir.

The new verticals are Immo-Expert.tn, for real estate builders and Talents.tn, a white collar job board. Hopefully the success from 2017 when Tayara was named the best site, will continue.

“You know, in Tunisian Arabic, Tayara means fantastic”

YASSIR EL ISMAILI EL IDRISSE

*CEO Schibsted Classified Media Tunisia.
Years In Schibsted: 2.
I look forward to: A world led with a startup mindset.*



“‘Why’ is the most important question”

As truth is under attack, Aftenposten is working systematically with explanatory journalism.

“It started at the foreign desk, where it’s a very useful way of taking the next step in a story”, Hanne Waaler Lier, foreign news editor explains.

Hanne is now taking the idea out to other departments at the newspaper, trying to increase the amount of stories which not only describe what’s happening, but also help the readers understand complex events.

“It’s effecting our reporting in many ways. It is basic journalism, but it is easy to forget that ‘why’ always is the most important question.”

The true driver behind the project is that it meets the needs of Aftenposten’s users.

“We know that Aftenposten’s readers demand this type of journalism from us. And these articles get many readers”.

HANNE WAALER LIER

*Foreign news editor, Aftenposten.
Years in Schibsted: 18.
I look forward to: Winter. Always.*

THE LONELY TEAM

He had never skied before and his startup was still very young. Still, in May 2018, Thomas Tirtiaux decided to ski across Greenland with four other French entrepreneurs and a guide.



THOMAS
TIRTIAUX

Title: CPO & Founder of Solen.

Connection to Schibsted: Part of the acceleration program at LeBoncoin.

I look forward to: Crossing Greenland again but from south to north (2800 km) with a kitewing.



On May 1, 2018 we boarded a bus in Kangerlussuak that dropped us at the foot of the glacier on the west coast of Greenland, at the 67th parallel. Our goal was simple; to cross, in 30 days, the ice desert that separates us from the opposite coast. The challenge was another matter - for six months we had given up everything to prepare for this mythical expedition. For 30 days we would be 100 percent self reliant. There would be no-one to call if things got ugly, if we were feeling homesick or started fighting. It would be us, our skills as team players, our skis and our shelter at the outer edges of our comfort zones, in a white immensity of snow.

The sensation was very peculiar when we put our feet on the ice cap for the first time. On the one hand we all felt very excited, on the other perplexed. What had we gotten ourselves into?

Back home when I told people that I was taking a month off from work to cross a remote glacier covered island, most

people looked at me as if I was absolutely crazy. When I added that I'm a founder of a young startup, the reaction was that I must be completely mad. Yet that is what Lucas Servant (Ignition Program), Maxime Lainé (Weesurf), Valentin Drouillard (Wape), Antoine Noel (Japet) and I decided, in August 2017, to do. We all had our personal reasons for taking on this challenge, but one thing we all shared was the desire to prove something to ourselves. The chance to really push ourselves to see if we had both the physical and mental resilience and the ability to remain team players even in the toughest moments, was our main collective motivation.

When putting together the team I was looking for people with determination, team spirit and depth of soul, all while having a taste for effort and risk. But those people also had to be entrepreneurs, I wanted to learn from them and share visions of entrepreneurship. The fact that we didn't know each other from the start, was of course a risk. A bit like including a new member to a family after knowing that person for only a couple of months, or like introducing a new player on your football team mid-season.

But the intense preparations made us get to know each other pretty fast.

SOME OF US STARTED DOING YOGA

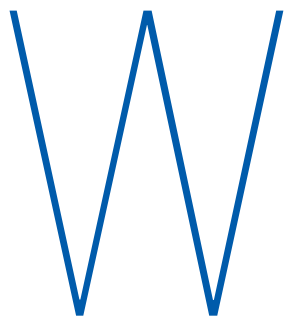
There were quite a few challenges - like the fact that none of us had been crosscountry skiing before, and now we were taking on this 580 km trip.

We hired Bernard Muller, one of the world's most experienced guides, who had already successfully crossed Greenland twice. He developed a training program to make sure that we would be ready for all kinds of situations we could encounter during the crossing - including alpine skiing and pulling sleds. We defined an endurance training



program, including crossfit, running and a lot of walking and some of us also started doing yoga. Since we were going to sleep in tiny tents and spend much of the time in somewhat uncomfortable positions, adding flexibility was a huge advantage. We also spent quite a lot of time on mental preparation, like reading books about great explorers like Mike Horn and Roald Amundsen. For me the most important book was “The First Crossing of Greenland” by Fridtjof Nansen, a brilliant read for anyone, whether you plan on going on an expedition or not.

And just like Nansen we then met the cold.



We knew that temperatures in Greenland could vary between -10°C and -40°C , and that the weather is highly unpredictable, anything from calm sunny days to violent winds or snow storms. I guess we all had the mental image of the North beyond the wall like in the series *Game of Thrones* in mind.

In reality, the cold is constantly present. As I'm writing four months after the expedition, I still can't feel parts of my feet. Out there the cold is a constant threat, no mistake is forgiven. When we woke up, the inner walls of our tents were full of ice, because of the condensation from our breathing. Each time we took a break our bodies cooled down very quickly.

The first days were physically difficult, but without any particular problems - except that our feet hurt from not being used to walking so long in the cold. The landscape dazzled us, white ice as far as the eye could see, without any sign of life.

Very soon one of the biggest challenges hit all of us - to think alone. When you normally spend about two hours a week thinking about yourself, what do you do if you have eight to twelve hours a day of solitary skiing? The first hours we focused on warming up, optimizing our efforts, the last were more complicated. We then dissected our thoughts, our projects, our lives. It became an introspective and meditative experience that changed us all.

As the days went by, we realized that everything was physical. There was not a single minute from sunrise to sunset where we did nothing. We had to take care of the



burner, melt snow, eat, dismantle and assemble the camp, walk, heal, repair equipment, reorganize and take care of each other. The only time when our bodies were fully relaxed was when we finally lay on our mattresses, in our sleeping bags, wrapped in all their layers, like in cocoons. This became an incredible moment, calm and serene, but it only lasted for a minute, before we fell asleep.

SWITCHING BUDDIES

One of our most successful days also became one of the hardest. After walking for many hours, the wind was starting to rise. In our monotonous days, this strong wind brought us change and started to galvanize us. But the wind had already exceeded our decided limit by 10 km/h. We could not agree on whether to go ahead or put the tents up. There was a great risk that we would not be able to get the tents up and therefore freeze to death. This had happened to an

SUPPORT FOR STARTUPS

Leboncoin's Accélérateur program was launched in January 2017. It's supporting startups with high potential, close to LBC's core business.



expedition three years earlier. After a discussion, where everyone had to scream to be heard, we ended up pitching the tent.

For sharing experiences, we decided to swap tent buddies every six days. This is a bit of a breach of expedition code, but for us this principle was an important part of the human adventure. And how we were able to discuss entrepreneurship and learn from each other.

Anyone who has worked in a startup knows that it is a fragile ecosystem, particularly at the beginning. The average age of our five startups was two years, that is just at the very beginning of a hopefully long and successful life.

In Solen, the company I co-founded, we were four people when I decided to go on the expedition, and 12 when I actually left. At times I felt like the most selfish person in the world - I would abandon my co-founder and the team at a period when we needed all hands on deck.

In addition, Solen was selected to be part of the Accélérateur program at Leboncoin in March 2018. So needless to say, I sometimes doubted my decision to leave.

But at the same time I was always confident that this expedition would make me a better person and entrepreneur.

THE SKY AND THE GROUND BLENDED TOGETHER

Although very different, startups and expeditions do have many things in common, three things stand out:

- The vision. A startup needs a clear vision just as we had only one goal: to cross Greenland. Sometimes, when we

moved forward in a storm, we could no longer distinguish the sky from the ground, it was mentally very challenging. But the vision gave us direction.

- At Solen we are always listening to market feedback and our clients' needs. Understanding the surroundings helps us to make quick decisions. During the expedition we were constantly listening to temperature updates, wind speed and snow quality as these insights helped us decide how to dress and what distance to plan for the next day.

- Most important: trust. For more than a year my co-founders, Clément and Enzo and I had got to know each other, all our strong sides and weaknesses. I would not change them for anyone. Everything moves so fast in the startup world, that if you can't trust your team, you're doomed to fail. In the same way trust is crucial on an expedition if one person cracks, the whole expedition fails.

The best time of the day, the moment everyone was waiting for, was when we set up camp. We put up each tent one by one - all together. We felt relieved, leaving the kilometers traveled behind us. Then came the most enjoyable moment - when we took our shoes off, enjoyed cheese, sausages and Swedish bread with butter. Eating my pack of butter became a ritual, a moment of luxury.

We forgot all that was outside, our hardships and the cold. The physical effort also made us forget our daily lives in France. Strangely we realized that we didn't miss anything except our loved ones. We did nothing but eat, sleep, talk, walk and think. We started to see things differently, everything seemed simpler and clearer. We finally saw ourselves as we were, not playing roles or trying to be someone else. The trust and respect between us were fundamental.

Back in France I realized that I have never experienced anything like this. It was our first adventure, and we're already waiting for the next.

Before going on this expedition I always thought that big adventures weren't for me. Too hard, too far away, too expensive, too time consuming. But despite all that, I went on challenging my limits with five guys I didn't know. Everyone can wake up their inner adventurer as long as you're committed and humble in the face of nature.



MARKETPLACES ARE HERE TO SERVE YOU



JUSSI
LYSTIMÄKI

Title: VP New Models.

Years in Schibsted: 9.

I look forward to: Learning and exploring the fourth wave of industrial revolution with my team, and empower people to experiment and build solutions to shape the business for our future.

Changes in consumer behavior are driving the change in marketplaces. New players will solve narrower user needs, but far more conveniently and smoothly than before.

All based on machine learning and data.

Rapid growth in new marketplace models such as Farfetch, Rebag, Glovo, and Frontier Car Group are great examples of this quick change. These models demonstrate how convenience and flexibility are shaping our attitudes towards spending and how easy it is to switch to a new player in today's competitive landscape.

New marketplaces are moving away from owning unique supplies of goods and content. Instead, by using machine learning and data, they can easily find what we need in a specific niche, where it is available for immediate shipping. This will happen whether we're looking for a car, for real estate, jobs, home appliances, education or any other segment. This is why there is a verticalization of marketplaces. High

relevance is the new black in the market. Medwing is a great example of this in the health area, as is Zenjob for job search, helping students get jobs.

IMMERSIVE MARKETPLACES

Usually this kind of approach means higher risk, since it involves handling transactions and logistics, getting temporary workers on the payroll, financing the deal, providing warehousing and relocation services. But the aim is to remove unnecessary friction and barriers to make good deals happen. These new marketplaces do not only sell leads and visibility anymore, they help users to transact and fulfill their needs end-to-end. As an example, a student using the Zenjob app can work whenever it's convenient between exams, classes and on holidays without the hassle of applying for a job at Zara or H&M. These new models are still at an emerging stage but major VC funds and investors are betting billions to make them dominant in major markets in Europe.

We used to think that you need to build a strong brand to become a destination for certain needs. This still applies, but there is no room for many apps in people's phone habits anymore. Therefore, we can also see new immersive marketplace models popping up inside mobile apps where we engage on a daily basis. Tomorrow's winners use machine learning to identify and match patterns in our behavior, learn our purchase intents from P2P communication and integrate themselves seamlessly into communications platforms we engage



By using machine learning, marketplaces can quickly find what we need.

with every day. We have already seen social network based marketplaces, such as Threads, without a destination site, just living in Messenger apps, and popping up at a relevant moment. I bet these models will appear in social channels like Slack in the coming quarters.

A NEW ERA FOR CARS

Car manufacturers are already testing out sharing services based on flexible subscriptions to access a car you need, making it clear that the era of electrical cars will be quite different from the combustion engine cars we know today.

There are also new kinds of aggregation services launched for micro-mobility, using bicycles and e-scooters. Behind this is the fact that more than half of our car rides tend to be less than five kilometres. The era of new network based transportation marketplaces has started giving us easy ways to access a vehicle. Mobility companies like Tier, Bipi, Drover and Cluno are great examples in Europe, similar to their US based peers like Uber, Lime and Fair.

THE TECH NEEDS TO MATURE

The boom of blockchain and cryptocurrencies motivated many teams to discuss how the trust in marketplaces could be solved in a new way. Companies like Listia, Openbazaar and Origami Network have been leading the way and protocols such as INK have collected capital to develop the technology.

However, as always the new technology needs to mature and become more scalable to win over older models. But in three to five years time, the development around blockchain will probably pass the threshold of convenience, speed and scalability, making it a viable technology for decentralized marketplaces for mass markets. The underlying blockchain based models will help build highly scalable marketplaces and solve how we transact across different transaction cultures, taxation models and payment structures. It is yet to be seen which protocol will win, but it is evident that the benefits of a fully transparent and trackable marketplace are there.

BRANDS ARE BUILT TO INFLUENCE

The role of brands has fundamentally changed in the digital era. It's not all about getting attention anymore, but about influencing peoples' behavior. But to succeed in this takes trust - something many big brands of today are struggling with.



**MONNA
NORDHAGEN**

Title: Nordic Strategy Director, Scandinavian Design Group.

Connection to Schibsted: Consultant to Schibsted branding team.

I look forward to: Launching my book "Rockets and Rebels" internationally!

Who influences you the most? Family you might say, then friends, or colleagues? Probably also people who represent political, religious or other values that are important to you. People you admire? Would you have mentioned companies and the brands that represent them? If not, let me state my case for why you should have.

Chances are that from the moment you wake up and reach for your phone until the last episode you stream before bed, businesses influence more choices in your daily life than any living, breathing person. Many of the everyday decisions you make have been effectively outsourced. A frightening thought?

For example, your social media curate your feed and thereby influence what you experience of the world. Your media outlets choose the news they deem most important based on your editorial profile. Services you use throughout the day - whether Slack or Starbucks - nudge, suggest and direct your actions and attitudes. LinkedIn and Tinder even influence who you build new relationships with. Your life is shaped by the habits they induce, and the recommendations and the choices they make on your behalf.

Consider the influence of tech companies that have fundamentally changed the way we live, work and play. It's difficult now to even imagine a world without brands like Microsoft, Apple, Google, Amazon, Airbnb, Uber, Netflix, PayPal

or eBay. They simply make everything so convenient. These brands not only influence us as customers and users, they introduce and disrupt entire categories.

New categories emerge and for each new category the brands' main task is to influence our behavior towards adopting the behavior of the category, rather than seeking to influence preferences between brands in the category. When Alipay gets a staggering number of people to invest small amounts of their savings, you get the phenomenon Yu'e Bao, the world's largest money-market fund that has traditional bank heads spinning. When Spotify gets people to subscribe to all music month by month rather than buy one record for forever the whole music industry is shaken to its core.

Behind these successes is the fact that the brands know a lot about us and are willing and able to use that knowledge to create "sticky services". Sometimes it's a great idea realized. Other times it's the business model itself that's sticky. Most digital businesses have elements of both. You need a business model to realize a great idea, and a great business model will not fly without an idea for people to engage with.

All of this has changed the way we now define brands.

NAMES WITH THE POWER TO INFLUENCE

In the beginning a brand identified the maker of the pot, the wine or the plough - it was personal. With the industrial age and its faceless factories, the brand replaced the personal connection between maker and user, becoming a substitute identity carrying the promises of products and services. As the number of competitors grew, brands evolved personalities, values and lifestyles to target specific segments, and as a consequence brands became cultural identifiers. The most commonly cited definition of brands in this sense comes from Keller and

talks about brands as "a set of mental associations".

Today a brand is tasked with influencing behaviors in a more fundamental way. Just as brands have extended beyond the sphere of consumer products to include movements, institutions, people and places, a brand's power to influence must go beyond establishing preference between a finite number of competing products in an existing category. A set of mental associations is simply no longer sufficient.

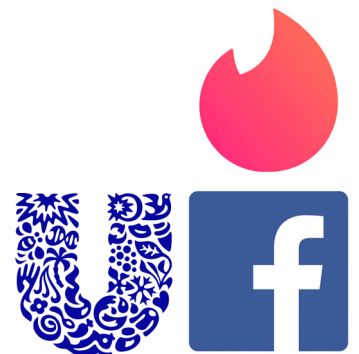
The French brand expert Jean Noel Kapferer has suggested "a name with the power to influence" as the new definition of brand. A brand's influence can be exerted in subtle ways and may be integrated into the product or service rather than communicated through the traditional means of brand building such as advertising. I'm willing to bet you can't name the marketing campaign that made you download Instagram or start using Google maps.

BRANDS AND PRODUCTS BLUR

Since the 50s brands have played out their personality and promoted themselves through the ad, the 30-second spot, sponsorships and similar. This kind of thinking is still very much alive and lately perpetuated by the micro targeting that follows your every click. The exposure traditionally had one goal; create awareness, interest, desire and action (AIDA) for the advertised brand. The customers would - based on their experience, the reputation of the brand, the social status the brand provided, etcetera - decide whether to become loyal or choose a different toothpaste, car or insurance company next time. The product or service brands carried most of the relationship, the companies behind them were less visible (and if they were visible it was mainly to stakeholders like the finance community, governments or their industry).

Today the distinction between the product brands and the companies behind them is

A great
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becoming much blurrier. New categories often emerge through stories of bold missions undertaken by the founders, and users not only let these brands into their lives, they also act as brand ambassadors and sales reps through recruitment of friends, family and colleagues. Now that we are becoming aware of how intimately these companies know us and how we spend our time, it is no wonder people expect (want and hope for) the “parent” company to be a force for good and not evil.

CLOSE AND PERSONAL

It is interesting to see how the global mega-brands are struggling to address this gap between how effectively they are able to influence us at an individual or product level and how ineffective they have been in exerting that influence as a company when trying to effect, for example, policy changes at the EU level. So far, people either cannot or will not live without the services they have come to depend on, even if they are uncomfortable that the companies behind them are not paying taxes, eradicating local businesses, not having a satisfactory stand with regard to privacy issues and perhaps even criminal business practices and so on. What was once a corporate reputation issue far removed from the everyday branding and sales efforts, has become much more close and personal today as people are starting to grapple with the effects of these issues.

This means that brands that seek to establish, maintain and own a lasting relationship of trust with consumers and other important target groups like partners, investors and talent - in order to influence their behaviors - need to bridge this gap somehow.

VISIBLE MOTHER BRANDS

However, people seem to be seeking ways to re-establish the kind of relationships we had to the original maker’s marks, like in the times before mass production.



One trend you may have noticed that could indicate that we are indeed craving such a responsible entity is the emergence of visible mother brands such as LVMH or Unilever. These are brands that represent some uncompromising values, purpose or meaningful narrative that permeate all their product or service brands. Over time, people are given an opportunity to get to know, trust and have a sense of loyalty towards the mother brand. The mother brand invests carefully in this relationship, including shared datasets and services, as it introduces and retires brands to and from the family in accordance with that overarching understanding between the brand and people. Take Axe as a case in point. From being the deodorant that magically made ordinary guys irresistible to women, the brand now encourages men to celebrate their individuality, the same way Dove does for girls. Without Unilever’s “sustainable living brands” philosophy the gap between the old and the new Axe could have been too wide for customers to leap across.

A STRONGHOLD ON BEHAVIOR

While there is no doubt that the digital mega-brands have a stronghold on user behavior, their power to influence authorities and the public at large has shown itself to be limited when it comes to defending their interests. GDPR will make the exchange of data in exchange for convenience much more visible. Public discussions and transparency activists might speed up policy making that shifts the power balance between people and companies back in favor of people.

Since the core role of brands has changed from grabbing attention to influencing behavior, understanding the relationship between people and brands is more crucial than ever. If brands are names with the power to influence, it is time for businesses to stop seeing their brands as marketing vehicles and start using them to create great companies, great products and great societies - all at the same time.

55.1

percent of the world's population has internet access (June 2018, International Telecommunications Union).



335

An average of 335 million users were active on Twitter during each month of the last quarter of 2018.



83

million users were paying subscribers to Spotify in June 2018. Up from 57 million paying subscribers in June 2017.

150,000,000

Netflix is expecting to have almost 150 million users by the end of 2018. Over the last few years the former rental service has started producing ever more exclusive shows such as Black Mirror (pictured above). Photo: Netflix

The information on this page was obtained from Statista, Internetworldstats, and Mary Meeker's 2018 Internet Trends Report.

"It took about 80 years for Americans to adopt the dishwasher. The consumer internet became commonplace in less than a decade".

Mary Meeker

HOW TO GET PAID

What kind of journalism are the readers willing to pay for? At Svenska Dagbladet, this question has led to new priorities and ways of working. The answer has made it clear what news media should concentrate on: meeting readers' demands and devoting ourselves to journalism.



**ANNA
CAREBORG**

*Head of Premium Content
at Svenska Dagbladet.*

Years in Schibsted: 14.

*I look forward to: The next season of Le
Bureau des Légendes.*

Do you think that one cannot predict news journalism? Well, in September, 18 years will have passed since the terrorist attacks in the US, and just like before the media in Sweden, as well as in the rest of the world, will produce articles about 9/11. In a generally unpredictable news flow, editors are grateful to be able to plan something that won't change, regardless of what else happens. But new possibilities of data analyses are merciless towards old editorial habits. So far, I have not seen one single piece, where the anniversary has been the gist of the story, that has actually been read by any significant number of people.

The same thing goes for what we in the newsroom call "Wikipedia pieces" i.e. articles that too closely resemble encyclopedia entries or something that government authorities might

post on their websites. Under the category "Why not?" we count articles that often are a combination of a not very thought-through idea and a stressed subeditor. The result is lukewarm content lacking relevance for a majority of readers.

WHAT WOULD READERS PAY FOR?

All three of these categories have now been banned in the SvD newsroom. They may seem harmless but they occupy way too much resources and are literally in the way of the kind of journalistic work that engages readers.

A bit more than three years ago we started the project SvD Premium - content only for subscribers. At the time we did not ask ourselves which parts of all our journalism that we were going to lock in. Instead we started at the other end: what content could be so relevant



that the readers would be willing to pay for it? Judging from thousands of converting articles in different formats and in different topic areas, we could soon see a pattern. The common denominator was not topics but needs. A model with four fields took shape:

FIELD 1: Content that is helping the reader understand the news flow.

For media houses in the news category, this is fundamental. Without an astute journalism that is investigating, digging, guiding and analyzing the news flow, the whole model will collapse. This is a field that delivers a great number of articles and has many readers. The rate of conversion is rather low, as other media can present similar content, but the volume leads to a high share of new subscribers.

FIELD 2: Content that is close to the readers in their daily life.

This can best be described as journalism that the readers “need to know” and is useful in their day-to-day life. For example, it can be advice concerning people’s private finances and property deals or new findings in psychology, food or health. This field has many readers and a high rate of conversion.

FIELD 3: Content that is helping the readers understand the world we live in.

This is about our own takes, describing something about the wider world around us - where the society or parts of the population are going. For example, at SvD we have had a great success with in-depth reports on how Sweden would look in the year 2025 if the right-wing Sweden Democrats, or other political parties, were to decide. It could also be reports from worlds that most readers cannot reach, such as a piece from inside Mensa, the association that gathers people with a high IQ.

The number of readers is often lower than in the other two fields, but the rate of conversion, among those who take an interest, is high because the material cannot be found elsewhere.

FIELD 4: Content close to readers’ interests and identities.

“Nice-to-know journalism”. It could be tips about films or books, restaurant reviews, language or history. Normally, this field does not



convert very much, but it has a high proportion of logged-in reading and is therefore fundamental for preventing churn.

Whenever we have good numbers - for both conversions and engagement - they often coincide with having filled all four fields with sharp and clear journalism in our core topics.

The insights we have gained along the way have, among other things, led to new jobs in the newsroom; editors responsible for different fields in the model, working across boundaries with every other department and in close cooperation with the data and analysis team.

Furthermore, we have presented content we haven’t had before, signed on several external people and begun cooperating with other media, such as the American magazine *The Atlantic*, from which we publish, every month, a carefully selected in-depth story.

The efforts have paid off. In the last three years, the number of new subscribers has become almost five times higher, the logged-in reading has gone up as has the conversion rate. As for our prioritized weekend in-depth pieces we have eliminated almost all of the articles that were being read by few and more than doubled the feature stories that engage a large number of subscribers. Both extremes are important to follow up - the editorship of the future is as much a question of editing out as it is of prioritizing.

READERS WANT TO PAY FOR QUALITY

In the present transformation of the media business, the possibilities for working in a data informed way are a good help. The fact that the power now so manifestly has shifted to our actual employers, the readers, may make some people feel uncomfortable: where will it end if we give the readers what they want? Isn’t there a risk that we abandon the role of editors and become populist?

For my part, I am hopeful.

We see how readers want to pay for quality. The technology and the way we report may change a lot in the time to come. As long as we focus on what makes us unique in the enormous flow of information, proper journalistic endeavor, the demand for what we do will prevail.

“The fact that the power now so manifestly has shifted to our actual employers, the readers, may make some people feel uncomfortable.”

Subscriptions will safeguard the free press

Netflix and Spotify proved that you could get paid for online content. Other businesses are following - not least the media. In Schibsted over 1,100,000 people subscribe to one of our newspapers - 65 percent are digital only.

Having subscribers, in addition to advertisers, pay for your work means you can focus more on in-depth pieces instead of writing articles mainly to generate page views. It also makes the business model more robust.

SECURE INDEPENDENCE

But acquiring digital subscribers is expensive, especially when many people still attribute greater value to the print product. And within a few years there will likely be a natural market cap in volume and in revenues.

To secure media independence in a climate that is indifferent to or hostile towards mainstream news is another crucial challenge when, at the same time, there's a major technological disruption to the income streams.

To succeed in this, we believe in having a consolidated consumer business unit that is closely aligned with product and editorial.

WE HAVE TO CLARIFY OUR BRANDS

We've identified five areas that we will focus our attention on:

Our news brands are our greatest assets. They have been built by providing decades of high quality reporting that people trust. But in a world where we're addressing

consumers, we have to clarify our brands, to help people choose us.

Bundling is an avenue worth pursuing. Business financial news from all our brands might for example be an enticing prospect. Creating a portfolio that allows for rich bundling and flexible payments is crucial.

Many people value discoverability and curation above all else. We need to create the kind of premium subscriber experience that evokes real desirability.

MUCH WORK IS TO BE DONE

The more data driven we become, the better we optimize the consumer business. We still have huge potential in automating our prospecting, sales and anti-churn efforts.

There is also a lot of value to be created outside our editorial products. This is done by many today by offering loyalty programs. We believe we can scale and professionalize a lot of these offerings.

Much work is yet to be done, but we're going into this uncertain future with our eyes open. We believe we are on the right path to finding new models that our businesses can rely on, in order to safeguard the future of a trustworthy, free and independent press.

TOR JACOBSEN

SVP Consumer Business.

SIDNEY GLASTAD

Digital Marketer.

POIO MAKES LEARNING INTO A GAME

Daniel Senn is the dad, the educationalist and technologist behind Poio, the reading game that is helping thousands of Norwegian and Swedish kids to crack the reading code while playing.



**VILDE
RANDGAARD**

Title: Content manager and producer, Poio.

Years in Schibsted: 1/2 year.

I look forward to: Launching Poio in more countries. So even more children will have the opportunity to learn how to read through something that engages them.

The company launched its first reading game in Norway in 2017, then in Sweden 2018. But the story of Poio takes us all the way back to 2012, the year when Daniel had a son with impaired hearing. This story is about a father who decided to turn a challenge around and make it a solution for tens of thousands of people.

Impaired hearing is one of many reasons why children experience difficulties in school. Learning to read is one of the first tasks confronting a pupil. It becomes the foundation for most of the learning that awaits them, and demands a lot of repetitive training. As Daniel talked with scholars and people with similar

experience, they confirmed what he had suspected: that learning to read can be exhausting to a child. That struggling with learning can, over time, create negative learning spirals leading to serious consequences.

“I decided that my son was not going to have to go through that. There had to be a way to do something about the learning methods! To create a positive form of learning. On Leon’s terms. So we could avoid him reaching a point where he associated learning and reading with something negative”, says Daniel Senn.

After a lot of searching with no results Daniel decided to try to solve the problem himself by working with things that Leon liked. It was



"We hear that Poio is part of the reason that they are now reading their first book."

going to evolve into an entertaining digital game full of funny characters and exciting missions. But the first prototypes of Poio were made with cardboard, paper and scissors at home on the kitchen table.

"In the beginning I played with characters, letters and words together with Leon and his older brother Aksel to see what caught their attention, just with simple methods. One cardboard game that I made together with them turned out an instant success. It was one where the children had to figure out which objects/ words the Vowel Monster could "eat". They wanted to play it again and again. It was fascinating to watch how eager they were to master the game and learn new letters and words".

The road from cardboard figures at home to a digital game started for real in 2015. With the cardboard game as a starting point, a long journey towards developing a more advanced digital prototype began.

Daniel had worked on many digital learning games but could not find the equivalent tool for reading training. This led to the family making a choice: Daniel was going to quit his job and together they would put their efforts into making a universal reading game of high educational standard.

"I felt an incredible drive to combine all the things I had learnt about game development, teaching methods, communication and aesthetics in order to create something meaningful. Something that could help children in a crucial phase of their development. Not only for my own son but for all children and families who meet challenges with reading training, regardless of age and preconditions. It felt a little shaky to move from a safe and good job into the unknown. But it was a choice we made together, as a family - a choice we have never regretted."

In this project, an essential role has been played by Daniel's co-founder and game developer Johannes Stensen.

"A critical component for the success has been that the two of us have had the skills to develop the reading game on our own with a high degree of confidence in each other, a childish urge to experiment and a willingness to change the concept as we went along and learnt new

things. At the same time, we have had a large network of people - including children - who have wanted to help us free of charge."

In order to learn more about how to evoke positive motivation in children, the two have been working closely with educationalists, teachers, professors and other parents. This has helped to ensure good quality content and find methods that could be combined with elements in the game.

"IF THEY HAVE FUN, THEY WILL LEARN"

"Poio is a result of assistance from a large number of knowledgeable people who have contributed with their special competence, experiences and good questions throughout the whole development. Furthermore, they have given us the necessary confidence to challenge established truths about the best way for children to learn to read and confirmed what our guts were telling us: that curiosity, excitement and making reading joyful, are the keys to success".

They have also met several people who have had doubts about using digital games for educational purposes, particularly since Poio has many similarities with commercial entertainment games, where there are few specific instructions and the children have to figure most things out by themselves.

"This is one of the main points. For children to spend time on playing Poio it has to be built like that, on children's own terms and as a real competitor to what the children are already spending a lot of time on. The children themselves must become fascinated by the challeng-

Aksel, Daniel och Leon playing with the Poio app.



es and feel that they want to learn more, both about the game and about our written language. And on top of that; if the children are having fun they will learn much more”.

At last, in the summer of 2017, they could share the reading game Poio with every family in Norway. The launch exceeded all expectations. “The road from our own small family project to a full national launch has been quite incredible. And the need for new tools for learning is clearly big”.

They receive feedback every day from parents telling them how their children have been struggling trying to crack the reading code.

”We hear that Poio is part of the reason that they are now reading their first book. That is a fantastic feeling. Our goal is that no child should struggle with cracking the reading code. Some people might find that an unrealistic goal, but I just don’t listen to them”, Daniel says.

Poio has become a huge success already during its first year and families all over the country have confirmed what Daniel hoped for. The game engages the children and makes them eager to read, regardless of background. A year later the game now is also available to families in Sweden. Next year, Poio will be moving on to other places in the world.

LEON JUST STARTED SCHOOL

And for those of you who wonder how Leon is doing: he just started school this fall.

Now Daniel will find out how the family’s joint project has affected Leon’s reading development.

“Leon’s language is now developing in a way that is perfectly normal for his age. And he is very close to cracking the reading code. We are looking forward to his first year at school and we are absolutely confident about his future development, because he thinks learning is fun. Just like it should be for every child”, Daniel says.

And what does Leon like most about the game?

”I like that the characters are so different and to steal the letters and get away with it”, he explains.

He is also super proud for giving voice to Otto - the pink rabbit with a beard and large fangs.



THIS IS EDTECH

What?

Edtech stands for Educational Technology - using the power of digital tools to enhance the learning of students and adults. We expect Edtech to have a significant impact on society in the long run.

Why?

At Schibsted we believe that technology has the power to democratize learning for all people. We also know that people want to, and can take control over their own and their children’s learning to a larger extent than before. The school as sole learning authority is becoming obsolete.

How?

As consumers increasingly pay out of their own pockets to succeed in their careers or to let their children perform better in school, the more companies become interesting to invest in.

So far, Schibsted Growth has invested in Albert, with 8,000 subscribers already and Poio, featured in the article.

With edtech being one of the most promising investment areas at the moment, Schibsted Growth is definitely on the lookout for more of the most promising entrepreneurs within this area.

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Future report

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This is our take on trends within **tech, people** and **business**. It's written by people at Schibsted who wish to share their thoughts and knowledge on phenomena we think will affect the **future**. We believe in transparency and that an open dialogue will inspire innovation and help solve challenges in **people's daily life** and in society. Perhaps you will discover some surprising connections.

